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The COMPASS

AMERICAN · ASSOCIATION · OF · SOCIAL · WORKERS

June, 1942

Two Questions for Mail Vote of Membership

Report of National Board to the Membership

Association Meetings in New Orleans

Number of Social Workers in 1940

Announcement of National Nominations

Volume XXIII Number 5

THE Association's two meetings held during the week of the National Conference of Social Work under the direction of a special committee, of which Donald Howard was chair- and Eleanor Hearon and T. E. Wintersteen members, to assist in resumption of Association program, did much toward clarifying the profession's responsibilities in the war situation and defining the road ahead as well as pointing up the urgent necessity for the Association and its chapters to be in position to move forward rapidly on the firm ground provided by the professional organization's base, purpose and methods.

At the Monday meeting on the Professional Social Worker in Wartime: Dr. Stuart K. Jaffary, Director, School of Social Work, Toronto, Canada, reporting on his recent observations of British Social Workers in Wartime; Dr. Marion Hathway, Professor of Public Welfare, School of Applied Social Sciences, University of Pittsburgh, on Primary Responsibilities of Professional Social Workers in Wartime in the United States; Frank J. Bruno, President of the Association, taking the place of Ewan Clague, who was unexpectedly detained on the west coast, on the Professional Association as a Means of Helping Professional Social Workers Meet Their Wartime Responsibilities; and statements by Jane M. Hoey and Dorothy C. Kahn as discussants. These papers are reproduced in this issue of THE COMPASS in response to widespread interest in having this material available to the entire membership. At the end of this meeting, attended by over 400 members, Mr. Bruno, who was presiding, presented a brief statement about actions completed by the Board in its sessions the preceding two days and those matters that were still in process. Lester B. Granger, First Vice-President of the Association, presided over the second Association's meeting in New Orleans on the Professional Association in Action at which 14 chapters told of problems they are working on in the war situation, and a report on this meeting is also given in this issue.

IN this issue also, an important organization matter needing the considered attention of every member: the Association's first mail vote of the membership, in which each member has an equal and direct opportunity for participation. In voting, members will want to study carefully the report of the National Board to the membership presented on page 3 and other material in this issue describing recent actions of the Board.

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THE COMPASS

Published six times a year: in November, January, March, April, June, and September by

AMERICAN ASSOCIATION OF SOCIAL WORKERS

Publication office 374 Broadway, Albany, N. Y.

Editorial and General office 130 East 22nd St. New York, N. Y.

VOLUME XXIII NUMBER 5

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THE COMPASS: Edited by the Staff

Entry as second-class matter at the post office at Albany, N. Y.

Acceptance for mailing at the special rate of postage provided for in Section 1103, Act of October 3, 1917, authorized June 28, 1924

Subscription: Non-Members $1.00 per annum. Subscription of members of the Association included in annual dues.

Two Questions for Mail Vote of the Membership

FOR the first time in the history of the Association, the National Board is conducting a mail vote of the membership on issues on which it believes the membership should and will wish to express itself. In this issue of the COMPASS *the Board submits to the membership a statement of principles that have been established for the government of the Association and of recent steps taken in fulfillment of its purposes, policies and program. This report is submitted as the basis for a vote of the entire membership on two questions proposed by the Board and given on page 39 of this issue.*

It is of the utmost importance to the future of the Association that the membership express itself freely and fully. The by-laws provide that a vote of the membership binding on the Association management may be taken as follows:

> *By the majority of votes cast in a ballot taken by mail provided that ballots are cast by not less than one-half of the total membership representing not less than half of the total number of accredited chapters. . . .*

It is therefore an obligation on each member to fill out the ballot on page 39 and return it promptly to the national office. Instructions for voting are given also on page 39.

The Report of the National Board to the Membership

The Board herewith submits to the membership a report of various steps that have recently been taken in fulfillment of the purpose and policies of the Association as these have been defined by the Association and recently restated in the Executive Committee report on the special study. The Board is, of course, unequivocally committed to these until they are changed in accordance with established procedures, and in the exercise of the authorized powers and responsibilities of the several parts of the Association.

The Board invites expression of membership opinion on this statement and report and believes members will be glad to express themselves on these questions. It believes this because it has received a number of expressions of interest in voting upon proposals which have been variously stated but which appear to the Board to be inappropriate for a membership vote because of their form or because they merely ask the Board again to declare itself on questions on which it has already taken a clear stand. The Board has therefore defined two questions, the membership's answers to which will reveal the principles and direction the membership wants for the AASW.

A. In presenting this report the Board wishes again to emphasize that it

1. Pledges itself to observe and enforce the primary decisions of the membership with respect to:

   a. The basic purpose of the Association as expressed in Article II of By-laws.

   b. Selective membership requirements founded on standards of professional education.

   c. Statements and interpretations of policy, such as the approved standards of personnel and personnel practices, and of principles and objectives in the field of government and social work.

   d. The structure, relationships and lines of authority defined in the By-laws and other approved statements of Association policy, which

      (1) Locate ultimate sovereignty in the membership, flowing therefrom to the Delegate Conference and the National Board;

(2) Establish the National Board as the governing body of the Association subject to the mandates of the membership; and

(3) Delegate administrative authority to the executive secretary who is employed by and accountable to the Board.

2. Accepts full responsibility for holding itself, its officers and staff to strict accountability for performance of duty in accordance with principles and purposes established by the Association.

3. Accepts definite responsibility

a. To consider and pass upon all policies and proposals affecting the program and management of the Association, whether these emanate from staff, committees, officers, chapters or members, and to submit to the membership, with the Board's recommendations, all such proposals as, in the Board's judgment, require or warrant consideration or action by the membership; and

b. To receive and review the report of any committees established by the Board before presentation to the membership.

4. Pledges itself specifically to encourage and assist chapters, so far as Association resources allow, to develop their programs in accordance with their own needs and problems and to contribute of their experience to the enrichment of the national policy and program.

5. Pledges itself to receive and give prompt consideration to all complaints against the staff or any other part of the Association, when responsibly presented through normal channels.

6. Plans to enter into a contractual agreement with the executive secretary who will be employed on the basis of an indefinite tenure, to be terminated only by action of the Board for cause, and whose performance will be evaluated periodically, and not less often than every two years, on the basis of program, functions and requirements agreed upon in advance, and in accordance with sound professional procedures and criteria.

7. Will give its consistent and steadfast support to the chosen executive secretary and staff, in carrying out the established program and policy, so that differences of opinion, objections and conflicts within the membership shall not frustrate the execution of majority decisions so long as those decisions stand.

8. Reaffirms the principle that members of national committees should be appointed, so largely as possible, on the basis of their demonstrated knowledge and interest in the field represented by the assignment of the committee under consideration, and also on the basis of experience in chapter activity in relation to the same problems.

9. Reaffirms the supreme importance, at this time, of restoring the vitality, stability and effectiveness of the Association program directed to the attainment of the basic purposes of the Association—the advancement of professional services—and of exercising extreme care not to waste precious time, energy and resources in the discussion of structural or operational changes not clearly required for the effective promotion of a solid program.

10. Recommends to national committees, chapters and staff, that attention be concentrated, so far as possible, upon helping the Association serve forcefully in:

a. Maintaining necessary and continuing social services for the civilian population in the interest of social fitness, security, health and morale.

b. Discovering and utilizing opportunities for the more strategic and helpful use of professionally qualified social work personnel in both the military and civil service.

c. Identifying and applying suitable principles of selection, assignment and adjustment of volunteer personnel, in the social services.

d. Maintaining and developing adequate and appropriate standards of education for personnel in social work operations, both during the emergency and for the long term.

e. Promoting, amending and adjusting state and federal social security and social welfare laws, including new proposals for meeting emergency needs, to meet the full requirements of sound coverage and standards of administration.

BALLOT FOR MAIL VOTE ON PAGE 39

f. Cooperating with local, state and federal private and public agencies, in the organization and execution of plans for adequate and coordinated community social services and protections.

B. Although present limitations of staff and budget do not at present permit it, the Board also pledges itself when Association resources do make it possible

1. To devote more attention to more regular, systematic, intensive and individualized field service to chapters; and

2. To do what it can to help the staff to improve the COMPASS and to strengthen other means of communication with the chapters, through bulletins, correspondence and the like, which will if possible relate the national Association's resources and plans more directly to the specific needs, capacities and wants of different chapters.

C. Among specific steps recently taken by the Board in fulfillment of various objectives of the Association the Board wishes to call attention to the following:

1. *The Revised Statement of Operating Policies of the Association*

This revision of what was previously known as the Blue Book, containing a description of the operating policies of the Association has been expanded to include pertinent sections of the report recently submitted by the Executive Committee and approved by the Board relating to the Association's structure and government.

There has been included in the revised statement a further elaboration of the Board's policies with respect to the appointment, organization and responsibilities of national committees, and an outline of procedures to facilitate the full and responsible participation of all members in the effective use and progressive improvement of Association operations. Principles about use of channels of communication within the Association are defined as well as specific procedures for the Board's dealing with complaints and suggestions from members, chapters, committees and staff.

In view of difficulties frequently encountered in the Association's operations the Board has further clarified the necessity for operating in accordance with professional methods, the nature of which is set forth in the statement of operating policies, rather than pressure methods, in order to use constructively differences of opinion in the membership responsibly expressed through established channels.

Appendices supplement the operating policies, incorporating a number of formally approved statements of Association and Board policy and procedure on various subjects.

It is hoped that this revised statement will help to clarify the base of operations for staff, officers, the Board, committees, chapters and the membership.

2. *Adoption of a Plan for Interim Administration of the Association*

The Board has adopted a detailed plan for administration of the Association until such time as a new executive secretary can be selected. This specifies concretely the general nature of staff functions, the general plan for staff operation, and the severe limitations which will necessarily be felt during the interim period because of the lack of staff.

In the opinion of the Board this statement, though reflecting a drastically reduced program for the Association, marks an advance in the Board's personnel practices and provides a basis for good staff and Board relationships.

3. *Salary Adjustments for Clerical Staff*

In further promotion of sound personnel practices the Board has approved adjustments in the salaries of the clerical staff to offset recent increases in the cost of living.

4. *Statment of Job Responsibilities and Qualifications for the Executive Secretary*

The Board has drawn up job responsibilities and qualifications to guide it in its search for a new executive secretary. The Board intends to proceed immediately to the formulation of criteria which can later be used in making periodic evaluations of the executive secretary's performance.

5. *Statement of Reasons for the Board's Recent Request for Mr. West's Resignation*

The Board has recognized the need to respond to the request of Mr. Walter West for a statement as to why the Board (in February 1942) requested his

resignation even though this action was later rescinded. This statement, the Board feels, gives Mr. West and the membership a full explanation of this action and also calls attention to the fact that the Association's statement of principles regarding personnel practices needs further clarification and interpretation with respect to executive positions.

6. *Approval of Revised Election Procedure*

Further election rules, policies and procedures have been defined and approved by the Board. A Committee on Elections has been established to conduct elections.

7. *Criteria for Chapters*

In furtherance of its responsibities for promoting chapter development the Board (upon recommendation of the Committee on Chapters) recently adopted statements on Suggested Criteria for Chapters and Suggestions for Chapter Administration.

8. *Program Promotion*

In fulfillment of what the Board now regards as its major responsibility—revitalization and promotion of the Association's program—the Board arranged two meetings held during the week of the National Conference of Social Work on the subject "The Profession in War Time."

Realizing that it has left undone many things it should and, with greater resources and under more favorable circumstances, might have done, the Board pledges itself to do all in its power to help the Association constructively to meet its responsibilities toward a war-torn world. Immediate steps necessary to this end include the employment of an executive secretary, the reconstitution of a national staff, the resumption of committee programs and the development of regional, subject and other types of Association conferences.

OPERATING POLICIES OF THE ASSOCIATION

The revised statement of operating policies of the Association referred to in the Report of the National Board to the Membership will be issued to the chapters in the very near future. Additional copies will be available at cost. Chapters and members are urged to become familiar with the provisions of this statement.

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*British Social Workers in Wartime**

By **Stuart K. Jaffary**, Director, School of Social Work, University of Toronto.

THE picture of British social work in wartime can best be drawn against a background of its earlier peacetime activities. In Britain the term "social work" has a somewhat different connotation than in America; applied to the work of private agencies (the British call them voluntary societies) it is broad in scope, including hospitals, health agencies and infant welfare work. Conversely, it is hardly applied to the work of the public social services at all, as these are administered by the Civil Service. In general, the field of social work remains more vaguely defined than it has become in America. Moreover, professional status is additionally confused by the small proportion of professionally educated members in the total body of social workers, and the further point that practitioners, with or without professional education, frequently serve voluntarily. These and other background factors complicate the new orientation of social work in Britain today.

The pre-war picture of British social work was a rather placid one. It had been relatively little affected by World War I, or even by the following two decades of depression. The older pattern of voluntary societies still occupied the central position. For the most part they were local, independent, and motivated by that sense of social responsibility so typical of many English people; to some of their activities the delicate scent of Lady Bountiful still clung. Unlike the situation in this continent, there has been no marked trend toward coordinating movements. A rugged British individualism and strong local pride remain powerful obstacles to joint effort.

On the whole, limited use was made of social workers by governmental bodies, noting however such fine exceptions as the Children's Care Organizers of London County Council Schools, and H. M. Factory Inspectors, each pioneering effectively in new fields. The well organized activities of housing, prison administration, and Borstal care for juvenile offenders have been organized somewhat outside the area of professional social work, being under central government ministries and administered by the Civil Service.

* Paper given at Meeting of AASW, Monday, May 11, 1942, New Orleans, La.

The old Poor Law, after a century of harsh and hated existence, has been breaking up since the report of the famous Royal Commission of 1908. The public social services have steadily expanded their scope, with an increasing transfer of power from the local to the central government. The public services however have always been dominated by the enormous prestige of the British Civil Service. This prestige, together with the entrenchment of the administrative hierarchy of the Civil Service priesthood, constitutes one of the largest difficulties in the development of a profession of social work in Britain today.

Another important strand in the British pattern has been the hostility of Britain's strong labor movement to anything resembling "charity." The intense individualism of the British workingman, with his resultant dislike of "investigation" and philanthropy, has excluded from the governmental services most of the useful case work contributions so familiar in both private and governmental services in America.

This picture of a relatively placid pre-war Britain has been turned topsy-turvy by the war. The former patterns of industrial, community and family life have been sharply dislocated; the dislocations have in turn created an undreamed of demand for social workers. This demand is growing and unmet, no area of work exists which is not understaffed and overworked and there is a most urgent need for ever more personnel. Three areas of "the new social work" are perhaps of particular interest—the child evacuation scheme, industrial welfare, and the growth of governmental case work services.

The movement in the child evacuation scheme occurred in two great waves, the first at the outbreak of the war, in September 1939, and the second a year later when bombing began in September 1940. Planning for evacuation had been done in the summer of 1939. For the most part it was limited to the physical phases—the collection, transportation, and billeting of children and families. On the outbreak of war this machinery functioned with amazing promptness and efficiency; a million and a half persons were evacuated

in four days. In the first flush of war effort the evacuees were hospitably received and cared for; then the troubles began. The health condition of some of the children was deplorable—verminous heads, impetigo, and scabies were common—and properly shocked the good town and country people who received them. Nor did the strangeness of the country, with the absence of the familiar streets, shops and cinemas, appeal to many of the city parents or city children. So the first tide immediately turned back to the city and by the end of 1939, two-thirds of them had returned home. For several reasons the second evacuation was more successful. The main one was, of course, that bombing had started, providing a real incentive to "get out and stay out." Also, learning from the first evacuation, the arrangements were improved. Every child had a health inspection and if found in need of health care was either detained or ticketed. Billeting officers accompanied the children on the trains and so became better acquainted with both the numbers and types of evacuees to be billeted on arrival.

Important, also, was the much increased use of social workers in the second evacuation. In addition to their great usefulness in the billeting process, they were instrumental in developing community social centres for the use of evacuee mothers and children. Here the families could spend an afternoon a week, use the social centre facilities for washing and mending, and have tea and some recreation while their children were cared for in a nearby nursery. These social centres provided a much needed "safety-valve" for the accumulated tensions generated under strained living conditions.

At present there are some 800,000 children and mothers still in the reception areas, and the larger part of this number will remain, due to loss of homes by bombing, family dislocations, and the housing shortage. About half the children have returned to London, raising very serious problems in their care, as the city is still "officially evacuated." Many schools were destroyed, and others given over for use as hospitals, ARP centres, and the like. Hence the available schools and school services such as nurses and attendance officers are heavily loaded, and many children remain out of school—a serious matter in the all-too-short educational life of the British child.

Industrial Welfare

To social workers, interested in community organization, the development of industrial welfare in Britain is of particular interest. Due to the large shifts of industrial population and the introduction of millions of new women workers into wartime industry, local communities are sharply faced with vastly increased need for every kind of basic human service—housing, food supply, health services, recreation, child care, and others. In so far as these are limited to the workers of a single factory, and could be met by the factory, they were so met by "inside" welfare services, or what in America would be called personnel management. "Inside Welfare" in Britain is actively promoted by the Ministry of Labor, through the factory inspectors who now function increasingly as personnel advisors to smaller employers.

Most communities, however, required the provision of these services on a community-wide or area-wide basis. Initiative and machinery were either lacking or inadequate to meet the mounting needs. Hence on Mr. Bevin's advent to the Ministry of Labor, he created within that ministry a Welfare Department, commonly known as "Outside Welfare," with a staff of some 100 persons at headquarters, in the various regions and local communities. These "Welfare Officers" are drawn largely from the ranks of social workers with experience in community organization and group workers were particularly valued because of the large part youth was playing in industry.

Their job is a huge one in size, but its basic nature is community organization. In conjunction with local governments, industry, and available voluntary services the welfare officer works out community provision for information centres (the Citizens' Advice Bureaus), billeting and housing, the care of children in schools and wartime nurseries, and the provision of health and recreational services. All the familiar problems of community organization are present in full measure—conflicts of local authorities, local resentment against the influx of strangers, coordination of governmental and voluntary services. Added to these difficulties are the shortage of housing and recreational space and equipment and acute shortage of personnel—doctors, nurses, and social workers. Aiding the community organizer, however, are the very real need and urgency, considerable grants of power, and the incentive of 100 percent reimbursement of expenditure to local authorities by the central government for many of these services. The impetus given to the creation of central machinery such as local Councils of Social Agencies will be apparent, and much of this good organization work will remain after the war.

Case Work Services

Earlier reference was made to the limited pre-war development of case work services by government in Britain, due both to the resistance of labor and the lack of any professional social work interest by the civil servant. This separation of governmental and voluntary work—yes, and gaps quite as wide between the five central government ministries administering the various public social services—was of course an obstacle to coordination of these services, either at Whitehall or in the local community. However, developments of interest are occurring in the case work field.

Wartime brings enforced disruption of family life. Wiser after the event, our attention in America is now being centered on minimizing this disruption by an orderly process of military and industrial mobilization of manpower. Britain was less fortunate; a thoroughly aroused nation after Dunkirk, she faced the imminent peril of bombing and invasion, and mobilized her manpower at an all-out pace. Men and women were called up for military service, home defense, and industry; residents were removed from the invasion coast; children were evacuated at home and overseas. The threat of bombing was soon realized, and although civilian casualties were less than expected, the destruction of dwellings and disruption of family life were vastly greater. All these dislocations directly affected millions of families; grandparents, parents, and children—not to mention the sisters and the cousins and the aunts.

It was the local governments, responsible in the first instance for dislocations arising from enemy action, that bore the first brunt of this personal distress. Earlier cool or resistant toward case work services, they now urgently sought out such help to deal with the rising tide of human problems. Pre-war, not one of the twenty boroughs constituting greater London had a governmental case work service serving its local needs; now, through the good auspices of the London COS, fourteen of the twenty have such service, which will probably be permanent.

Case work has also come to the central government. The Assistance Board has taken over the administration of supplementary pensions to aged and widows, many of these cases call for case work service. It is also the agency of "investigation" for family inquiries from the military forces, for supplementary dependents' allowances, and for family inquiries respecting children evacuated overseas. The need for case work service is increasingly apparent; the provision of it as yet has moved slowly.

These new services (and others) have recruited workers wherever they could be found, chiefly from the voluntary societies. As a result, the latter are experiencing the greatest difficulty in maintaining a nucleus of staff. The wartime demands on the profession had been anticipated by only a few persons and seriously planned for by no one. The central government had concentrated on the physical and material aspects of planning, and, pre-war, had shown little imagination about, or responsibility for, the family and community involvements of an all-out war. The profession was handicapped by the lack of strong central machinery, either to determine its own policy or to convey this to the government. Consequently it found itself beset with rapidly mounting needs in every quarter, its agency staffs depleted by emergency calls of the new services, and "professional" counsel to the government at first being supplied by many voices rather than one. These voices were too often in conflict, bringing the profession into some disrepute with the government and confusing and delaying welfare measures which were urgently needed.

You will be interested to know something about British social work organizations as agencies for professional action. The voluntary societies tend to be local in organization and field; the national societies are few and have familiar names—the Salvation Army, the church agencies, YMCA, YWCA, the Federation of Girls Clubs, the Emergency Mental Health Committee. Of the professional groups the Hospital Almoners and Psychiatric Social Workers have organizations; only the former has a national office and secretariat.

The only national coordinating body for agencies is the National Council of Social Service; it is a loose federation of local, regional and national agencies and movements. In addition to a limited work of coordination among its members it promotes community organization work in rural areas, and among youth; for these activities it is grant-aided by the central government. Any coordinating agency in Britain, local or national, has great difficulties to overcome. Some of these have been faced and met by National Council. Its work is limited, however, by its incomplete membership, its loose structure, and its small secretariat. Its prominent wartime activity has been the organization of the Citizens Advice Bureaus. These are local information and advice centers for the interpretation of the many wartime government regulations—rationing, social security, evacuation, etcetera, as well as for information and clearance after enemy action. Started as a demonstration on

the outbreak of the war the CAB's now have substantial grant-aid, both for operation and extension, and have been of largest usefulness ever since their inception.

As a link between the voluntary societies and the central government, increasing use is being made of the device of the Advisory Committee. For each welfare activity of the central government an advisory committee is created, with representation from the ministry concerned, related ministries, local authorities, and voluntary societies. These committees afford channels of communication between voluntary bodies and the government, and have also had some effect in coordinating voluntary work. They have been invaluable in smoothing the extensions of public welfare services in wartime.

English local government has long had the practice of using standing committees to deal with its major functions, including those of education, health, and welfare. These are generally large groups with both elected and co-opted members representing broad constituencies. British social workers have had distinguished record of service on these committees. They are the democratic core of English local government, but in wartime are hampered by their very size and consequent deliberations. Their recommendations are of course subject to review and approval by the county or borough council, composed of elected members only.

The real key to effective local government action, however, is the town clerk. He is a person whose office has great antiquity, prestige, and power; he can make or break any local program. In the large places he is likely to be a person of good executive abilities and used to the contribution of professional groups; in smaller places social work may not have such an understanding and powerful friend.

What about the British schools of social work in this crisis? Their work is at two levels. Some fourteen universities offer courses in social studies, at undergraduate level and roughly comparable to one year schools in America. A few of these also offer graduate professional work of good quality. They have been hard hit in male staff and student body; so far in the call-up of British woman-power, women students have enjoyed the status of a reserved occupation. Enrolment has declined due to financial difficulties of students, their drawing off into the services and industry, and the lack of any general plan of recruiting or scholarships.

In one area there has been close collaboration between the central government and the schools; this is the area of personnel management in industry. (The British use of the term is broader, covering any phase of welfare in industry, whether in factory or community). In the first World War, the schools had offered intensive courses in this field for the then Ministry of Munitions; the scheme was revived early in the present war for the Ministries of Labor and Supply. Four schools now provide these courses, the cost being wholly carried by the government. However, apart from this one area, the government has not called on the schools for special assistance, nor has it been urged on the government by the schools or by the profession, despite the desperate shortage of workers.

In this picture of large and changing need it would be cheering to be able to report that British social work had a strong and active professional organization. Unfortunately the reverse is true. The British Federation of Social Workers is little more than a hopeful cocoon whose subsequent yield yet remains to be seen. The Federation is of recent organization, born of the recognized need for an agency of professional action. It is a loose federation, of agency memberships, oriented toward the practice of social work, but so far uncertain of its membership, its framework, or its direction. It has no office, no operating funds, and no secretariat. There is a natural confusion between its purposes and those of the National Council of Social Service. Increasingly aware of the necessity for a professional organization, the Federation has yet to tackle the fundamental problems of an individual basis of membership, with its related qualifications,and—shall I say it—the question of structure and function. The leaven has started to work, but has yet to affect and unify the mass of the profession.

One is impressed by two major needs in British social work. The first is for a strengthening of social work machinery by means of closer coordination of the voluntary societies themselves, and of all voluntary work with the areas of governmental activity, old and new. The second and more difficult task is the strengthening of the profession by the upbuilding of a strong professional organization based on individual membership of specified qualifications, and clear professional purpose. Once established, its primary activities will be the working out of the relationship of the professional organization to the voluntary societies, the coordinating bodies, the Civil Service, and the schools. Such profes-

sional activities will take place in almost virgin fields in Britain, and will demand the best of their thought, planning, and interpretation.

That is the story of British social workers in wartime. It is a story of paradoxes and soberness, of the country oldest in the practice of social work caught in a great human crisis lacking the professional machinery to best plan and use its resources, a governmental emphasis on material planning together with an unimaginative neglect of human planning, of a necessarily hasty use of manpower with a great resulting disruption of family and community life.

Because of this situation it is an almost heartbreaking story of a professional overwhelmed by mounting human need—short of planning, short of plant, desperately short of personnel—short of everything, in fact, but of glowing courage and a firm determination to somehow carry on to meet the flood of need swirling about them. They are battling on a tragically real home front. From the profession in America, stirring to the realities of its own home front, goes a heartfelt "Godspeed."

Number of Social Workers in 1940

(This note is contributed by the Department of Statistics, Russell Sage Foundation. With other analysis of the census figures, the accompanying table will appear in the new edition of Dr. Esther Lucile Brown's monograph, "Social Work as a Profession," which is to be published shortly by the Russell Sage Foundation.)

Under date of May 7, 1942, the Bureau of the Census published the last state bulletin of its first series of reports presenting results of the 1940 Census of Occupations. The 49 state bulletins contain tables of occupation statistics for men and for women, from which can be compiled the long-awaited information concerning the total number of social workers found by the Census in the United States, as well as the number for each state and for the larger cities. The accompanying table gives by states the number of employed "social and welfare workers."

The Census Bureau found at the end of March, 1940, a total of 69,677 employed social workers in the United States. In addition, 2,851 unemployed social workers were counted. The table shows, surprisingly, that 36 per cent, or considerably over a third, of the employed social workers were men. This percentage varied from only 18 per cent in Alabama to 48 per cent in Wyoming. New York not only led the other states in absolute number of social workers, accounting for 21 per cent of the total, but is the only state with less than 1,000 population per employed social worker. At the other extreme is Mississippi, with nearly eight thousand persons in the general population per social worker.

In examining these figures, reference should be made to the issue of THE COMPASS for February, 1940, in which was reproduced, together with some discussion, the Census Bureau's list of position titles which define the category, "Social and Welfare Workers," as used in 1940. The category was considerably broader in 1940 than in the preceding census, so that direct comparison with the 31,630 social and welfare workers recorded in the 1930 census should be avoided. For example, the 1940 figures include probation and parole officers, and also school attendance officers and officials of YM- and YWCA's, which were included elsewhere in 1930. Reference should also be made to Dorothy W. Myers' article in THE COMPASS for November, 1941, in which she recorded the results of the Rhode Island Chapter's census of social work positions made in July, 1941. The Chapter committee, using the Census Bureau's list of social work positions as a guide, counted 843 social workers in the state in 1941, of whom 37 per cent were men, while the Census Bureau reports as of March, 1940, 540 employed social workers in Rhode Island, of whom 30 per cent were men.

(See table on following page)

Employed Social Workers in March, 1940, as Recorded by the U. S. Bureau of the Census

(States Arranged in Order of Number of Social Workers)

States	*Number of social workers*			*Per cent men*	*Population per social worker*
	Men	*Women*	*Total*		
New York	5,705	8,928	14,633	39	921
California	2,039	3,983	6,022	34	1,147
Pennsylvania	2,167	3,772	5,939	37	1,667
Illinois	1,495	2,867	4,362	34	1,810
Ohio	1,526	2,486	4,012	38	1,722
Massachusetts	1,232	1,838	3,070	40	1,406
Michigan	1,131	1,667	2,798	40	1,879
New Jersey	1,105	1,455	2,560	43	1,625
Indiana	507	1,167	1,674	30	2,048
Minnesota	581	1,068	1,649	35	1,693
Texas	565	1,002	1,567	36	4,094
Missouri	474	1,056	1,530	31	2,474
Wisconsin	605	809	1,414	43	2,219
Connecticut	365	780	1,145	32	1,493
Louisiana	230	826	1,056	22	2,239
Maryland	228	741	969	24	1,880
Washington	328	636	964	34	1,801
Kentucky	337	530	867	39	3,282
Virginia	219	646	865	25	3,096
Tennessee	199	651	850	23	3,430
Iowa	321	517	838	38	3,029
North Carolina	267	560	827	32	4,319
Oklahoma	229	569	798	29	2,928
Georgia	189	569	758	25	4,121
Kansas	248	507	755	33	2,385
Florida	165	571	736	22	2,578
West Virginia	289	330	619	47	3,073
District of Columbia	191	416	607	31	1,092
Colorado	195	404	599	33	1,875
Rhode Island	161	379	540	30	1,321
Alabama	91	423	514	18	5,512
Nebraska	195	312	507	38	2,595
South Carolina	88	339	427	21	4,449
Oregon	124	292	416	30	2,619
Maine	118	204	322	37	2,631
Utah	116	166	282	41	1,951
Mississippi	79	202	281	28	7,772
Arkansas	89	189	278	32	7,012
New Hampshire	87	139	226	39	2,175
Arizona	94	119	213	44	2,344
North Dakota	97	114	211	46	3,042
Montana	84	112	196	43	2,854
South Dakota	80	89	169	47	3,805
Delaware	44	109	153	29	1,742
Idaho	62	73	135	46	3,888
New Mexico	52	80	132	39	4,029
Vermont	26	61	87	30	4,129
Wyoming	35	38	73	48	3,435
Nevada	14	18	32	44	3,445
Total	24,868	44,809	69,677	36	1,890

BALLOT FOR MAIL VOTE ON PAGE 39

*The Primary Responsibilities of Social Workers in the United States**

By **Dr. Marion Hathway,** Professor of Public Welfare, School of Applied Social Sciences, University of Pittsburgh, Pittsburgh, Pa.

FIVE months ago our nation declared war on Japan, Germany and Italy. The subsequent weeks have been spent in re-focusing resources, both human and material, upon the needs of our armed forces and upon the needs of the civilian population which stand behind the armed forces productively and spiritually. The changing picture has required of each one of us a disciplined examination of his own role. Each is conscious that the declaration of war has imposed upon his daily life immediate and necessary changes. As the drastic demands for material and man power become clearer, each finds that he is rapidly being fitted into a mosaic of resources behind a military objective. This process is taking place in a democracy where national policy is assumed to be the product of the democratic process, and where the present course of events is designed to preserve the democratic ideology in our system of government. Thus it becomes incumbent upon each one of us to discern what his contribution may be and where it may be best applied.

"Victory," said President Hutchins in a recent address, "cannot save civilization. It can merely prevent its destruction by one spectacular method." We can have little confidence that the present struggle in itself holds a brighter future. Economic and social changes of profound significance have molded our national life and influenced our international relationships for a long period of time. Means of production privately controlled over a period of years of profound technological change have created an imbalance between productive and consumptive capacity within our population. This has carried in its wake an increasing concentration of wealth, recurrent unemployment, inadequate housing, insufficient medical care, inadequate provision for educational and cultural development. These changes have seriously impaired the capacity of our population to withstand the traumatic experiences of world conflict and have left us confused as to the true objectives of the conflict itself.

Victory and return to the pre-war basis of national planning would be a return to a situation dominated by factors which have determined our involvement in the present world struggle. The policing of one part of the world by another offers little except a forceful imposition of the will of the victor upon the conquered, with slight hope of permanent peace. Referring to this problem a well-known leader of progressive thought in our field asked recently: "Where is the courage coming from?" The depression has left scars and a cloud around present day efforts. These are not productive of courage. "Where is the conviction coming from?", if I may change this question. From where comes the conviction that we can establish a peace which will strike a heavy if not fatal blow at the causes which have occasioned this war?

Twenty-five years ago, our nation declared war in order "to make the world safe for democracy," and "to end all war." Twenty-three years ago we were signers to a peace which brought dictatorships to European countries and which sowed the seed of economic roots upon which the present conflict has flowered. From where comes the conviction that the aftermath of this conflict will be an improvement? Five months ago we again entered a world war, this time to preserve and defend "the American way of life." We became one more nation fighting to preserve its present economic and social framework. We have undertaken the mobilization of military and industrial forces in the face of disillusionment concerning the ability of our economy to function effectively and distrusting the methods it employs. Where is the conviction coming from to overcome the feeling of frustration and uselessness? Particularly for those who participated in the first world war, this is the single most important question at the present time.

* Paper given at meeting of AASW, Monday, May 11, 1942, New Orleans, La.

II

The primary responsibilities of social workers in a nation at war involve the statement and implementation of a professional philosophy and program. This process will define activities which are both directly and indirectly related to the discharge of professional obligations. In this effort to determine our role, a preliminary examination of our own attitudes toward our function may be helpful:

1. Are we assuming that our present work determined by present emphasis and scope is all that is required of us? Are we losing sight of the changing relationship of the individual and society, in the midst of which our function is defined? "Business as usual," as one leader has expressed it, "but not the usual business."

2. Are we capable of scrutinizing our skills and of determining what we have to offer without reference to the existence or nonexistence of certain agency program? Are we secure enough professionally to inquire whether our present activities are making an essential contribution? Are we over-protecting existing structure and thus clouding our scrutiny of agency function at a time when a specific autonomy should give way to the rendering of service within a larger framework of operation?

3. Are we so pre-occupied with the formula for a constructive peace that we cannot face the cruel demands of the war situation? Has concern with peace become so isolated that it serves as an escape for retreat from the brutality and ruthlessness of war? Is not the basis for peace being developed during the war? Without a clarification of goals towards which we are striving, will not peace effect merely a cessation of conflict and return to status quo?

4. Are we capable of creative planning and independent judgment concerning social services to be established or are we to rely solely and completely upon the experience of others of the United Nations? In addition to what we have learned from the experience of Great Britain are we learning from our other allies, China and the Soviet Union? Has not each of these nations been faced with a unique set of circumstances and experimented with programs to meet the situation? Can we from all available experience select what is pertinent to our own situation or are we only capable of repeating the experience of one and in so doing fail to discern what is applicable to our problems from the experience of others?

III

A mobilization of military, industrial and cultural forces effects a dislocation of human relationships which is acute and traumatic. As this process creates the major problems confronting social workers in war time, it seems appropriate to view briefly the changes which are immediately apparent.

1. The mobilization of an army of five million men has interrupted suddenly and radically the normal course of life. With the separation of men from their family groups, tensions and anxieties developing on both sides deplete energy and impair capacity for normal living. Even when dependency is not involved, the adjustment in living relationships involves serious strains.

2. The migration of the civilian population to defense communities and to communities adjoining army cantonments is now well known. Approximately four million workers and their families will move to defense areas alone during the present year. These communities and those adjacent to army cantonments confronted with rapid and steady influx of family groups are not equipped with school and recreational facilities or health and sanitation provisions to make normal living possible. The crowding in these areas only increases the pressures to which workers in the defense industries are subjected. The mobilization of large numbers of men from different cultural backgrounds within the same cantonment areas has had serious effect as is illustrated by the race riots at Fort Alexandria, Louisiana, and at Fort Dix, New Jersey. Social planning within communities adjacent to these cantonments and within communities with war industries is a critical necessity.

3. Provision for the day care of young children is a concern, as many women who formerly remained at home, managing households and caring for children, are now employed in industry. The available supply of foster homes has likewise been reduced by the increased employment of women in the war effort. Foster fathers in some instances have been drawn into the military service. Child caring agencies are encountering difficulties in maintaining the standards of foster home selection to which they have been traditionally committed.

4. Juvenile delinquency is increasing, especially in defense communities and in the areas adjacent to army cantonments. The absence of the father or the employment of the mother has deprived children of necessary supervision and companionship. Migration

to defense communities has interrupted normal school and community participation and inadequate substitutes are available in most instances. The concentration of men in army cantonment areas has increased juvenile prostitution in the nearby communities. The existing child welfare services are taxed with new and difficult problems.

5. The necessity for vocational and occupational adjustment will increase as the war progesses. Along with the need for skilled and semi-skilled workers, jobs are available to youth with little or no occupational training and with little or no responsibility for disciplined performance at work. Restlessness among boys and girls of high school age; the search for the job which pays more; the tramp from job to job; all are part of the present day picture of youth of employable age. Asked why, many will answer, "It won't last. We had better work while we can."

Previous predictions about employability have been made useless by the production needs of the crisis period. The re-training program urged by some as a necessary part of the Work Projects Administration activities has now become indispensible if the requirements of war time industry are to be met.

6. The lack of adequate medical care is revealed by the operation of Selective Service Act. Those who have been only slightly impressed by the data of the National Health Survey cannot refute the findings of the Selective Service Boards, which have rejected 50 per cent of men examined in the first registration. The physical strains of the war will only intensify this lack of attention to basic health needs.

7. The provision for alien minorities presents many and complex questions. Distinctions between friendly aliens and enemy aliens are frequently not clearly made or easily understood. Certain avenues of employment have been closed to friendly aliens. Anxiety over the activities of enemy aliens and citizens suspected of Axis sympathy has led to the program of mass evacuation from certain strategic areas. Implications of race discrimination, of forced migration, of concentration camps, characteristic of Axis nations, are not easily avoided in spite of efforts to place this evacuation on a selective basis.

8. Social agencies rendering service to individuals and groups are confronted with new demands. This is particularly true of the public welfare agencies which will carry the major responsibility. Under the depression economy family assistance programs demanded the mastery of administrative skills. Procedures suited to a mass program and individualized service essential to its operation were devised. Under the war economy, additional new skills will be required in rehabilitation, community organization and community protective programs. Agencies are confronted with depletion of staff, both by selective service and enlistment and by the opportunities in the war time agencies available at more adequate salary levels. Many agencies are facing a threat to standards occasioned by the effect of increased living costs upon the levels of service. Personnel needs exceed the known supply of available workers especially in medical social work, child welfare, group work and community organization.

IV

The social worker has no illusions about war, and for those of us to whom the experience has come for a second time, there can be no change in attitude toward war as a corrective for social ills. We know that it brings death, destruction, famine, illness. The whole standard of civilization is lowered. "Fear invades our being" and, "hatred becomes the rule of life."

Nevertheless, war is our reality and the goals of the democratic state are our orientation. Stated as the four freedoms and as the Atlantic Charter, these goals are vague. Nor have subsequent developments on domestic and foreign fronts provided much clarity. The broadside attack upon the Fair Labor Standards Act, disguised under a distortion of the forty-hour week clause in the act; the partial expose of war profiteering revealed in testimony before the Senate Committee on Military Affairs; the attack on the Office of Civilian Defense; the shameful discrimination against the negro minority in defense employment and in the armed forces are confusing to the individuals who are struggling to understand what it is that we are fighting about under the banner of defending the democratic state. It is apparent that we must formulate our objectives while we struggle to attain them. To deny this is to say that our only need is victory; that in some magic way the defeat of the Axis Powers will free us to turn our attention effectively toward the imperfections within our borders; that, however distressing, our defects are not as great as those of other nations and are miraculously to be solved in the calm of the peace time period.

Those safeguards against recurrent economic depressions of similar magnitude which are now a permanent part of the structure of government were established in conformity with quite an opposite type of philosophy.

At first, prosperity was believed to be just around the corner. Later there was substituted for this idyllic hope, the now familiar programs of soil, water and animal conservation, increased security for certain groups in the population, planned public works, the right to organize and bargain collectively and the regulation of wage and hour standards. Although more devastating, the present situation is analogous and it becomes incumbent upon the profession of social work to visualize its part in the establishment of safeguards which will prevent a recurrence of crises which have eventuated in the present conflict. For the immediate future its responsibility is to further a stable and even development in the social services, so that new needs which demand new provisions can be met and the instability which threatens recovery and reconstruction be minimized. These constitute the primary responsibilities of social workers in a nation at war.

Late in November 1918, at the call of a small group of social work leaders, a Conference on Demobilization was held in New York. As one of the many problems attendant upon the return to peace time activities, the conference discussed the need for a new organization in the field of social work—an organization "striving for certain goals, an organization working for a well rounded program, an organization composed of individuals in contrast to agencies." A committee appointed to consider the question recommended the organization of the National Association of Social Workers, whose objects were to be: (1) to organize American social workers for concrete action; (2) to study continuously social agencies and social needs with a view to securing a sound basis for such concerted action; (3) to promote a better adaptation of social agencies to social needs; (4) to contribute to the formulation and promotion of a national program of social reconstruction and a progressive program of social organization; (5) to cooperate with other national groups to this end; (6) to increase the usefulness and advance the standards and ideals of social work.*

Such a program is reminiscent of the first Delegate Conference of the American Association of Social Workers in 1934, which gave direction to the efforts of social workers in the critical early years of the depression. Program and action are needed in 1942.

As a beginning I suggest the following minimum agenda:

1. The continued development of the Office of Health and Welfare services, ultimately as a federal department of health and welfare, offering a strong leadership at the federal level to state systems based on acceptance and guarantee of minimum standards; within the jurisdiction of the office, the direct federal operation of certain services and the cooperation with the states in the operation of other services established and administered according to acceptable minimum standards.

2. Within the federally operated services, the following:

a. The substitution of a federal system of unemployment compensation for the state systems financed on a tax-offset basis. In placing the employment service on a national basis, the Federal Security Agency has recognized that the problem of relating labor supply to national needs cannot be handled by the states. The strains of priority unemployment affecting new areas of the country will occasion a similar situation within unemployment compensation administration.

b. A system of family allowance to wives and children of men in service in accordance with the general provisions of pending legislation. This system of allotments assumes that the basic pay of the enlisted men will be raised and that a token payment from him will be pre-requisite to automatic allowances to his dependents which will have no means test applied. Administration by the Bureau of Old Age and Survivors Insurance is to be preferred to the Bureau of Public Assistance for the reason that the methods of determining need will differ from those now employed in the public assistance categories.

c. A system of training and re-training for the employable group. The existing Work Projects Administration and Vocational Rehabilitation service may be combined and expanded both as a re-training service for the able bodied unemployed and later as a re-training service for men in the armed forces returning to civilian life to meet new conditions in industry.

3. Within the federally aided programs, the following:

a. The extension and development of existing programs of public assistance upon higher standards of service to those in need. To do this the state matching basis should be replaced by a plan which recognizes both the matching principle and the principle of equalizing the burden to be carried by the states in relation to economic well being.

* The Survey, Vol. XXXXI; No. 17, January 25, 1919.

b. A fourth category of assistance on a federal state matching basis to provide for the unemployable group now cared for only in part by local and state systems of general assistance.

4. The assumption by the federal government of the programs initiated by the United Service Organizations.

5. The furtherance of a federally aided program of medical care, with the assumption of federal responsibility for certain medical care needs growing out of enemy action and the decisions of Selective Service Boards.

6. The continuance of a federally aided housing program, so that the present beginning in the direction of improved housing for low income groups can be furthered as far as possible.

7. The enforcement of existing child labor and compulsory school legislation and the maintenance of existing educational facilities.

8. The enforcement of the Fair Labor Standards Act and the National Labor Relations Act which provide the existing bases of wage and hour standards and of collective bargaining processes.

This program must also include the recognition by social workers that a shortage of competent personnel is jeopardizing the contribution to be made by the profession at this time. Professional responsibility includes recruiting able persons for preparation in the schools of social work, interpreting the contribution to be made by competent professional service, and meeting realistically the need for increased training on the job as an emergency substitute, when qualified persons cannot be found. Immediate attention to sharp differences over the educational process which may jeopardize efforts to prepare persons for the emergency agencies is imperative.

V

Our history has shown that economic crises have become more and more severe and that reconstruction following these crises has become more and more difficult. This knowledge explains in part the widespread anxiety about a post-war collapse. The period following World War I was one of progress in the content of professional practice in social work, especially in the field of case work and community organization. The contributions of medicine and psychiatry to social work practice are well known. Organizations of professional practitioners in medical social work and psychiatric social work appeared. Professional education made strides.

At the same time the framework in which practice was applied remained the same. The beginning made in social legislation in this country between 1910–1914 was followed by a moratorium on social legislation during the period 1914–1934. Rather than accelerate the provisions for the social services within which social work is practiced, World War I set back this development almost a generation. Furthermore, it laid the ground work for the catastrophic economic collapse of the 1930's which will leave its scars for a much longer period.

The social services and social legislative standards designed to further the democratic state need more than ever the active support of social workers lest recent gains may be jeopardized and previous experience repeated. The signs on the horizon are many.

The recent attack upon the standards fixed by the Fair Labor Standards Act, to which reference was made, is one example. The "Wake Up America" editorial which appeared in the Scripps Howard press, was an initial step in this undertaking. It was followed by newspaper and radio statements distorting the language of the act, implying that the provisions of the act prohibited work for longer than a forty-hour week. It was furthered by references to the sacrifices made by labor in England following Dunkirk when the working week was lengthened; it was inflamed by contrasts between wages earned in industry and the monthly stipend of the enlisted or drafted man, purporting to separate the Army and labor as two opposing entities. Its peak of activity was reached perhaps in Oklahoma where even school children were directed by the teachers to write letters to Congressmen urging further limitation upon labor's gains.

What were the facts? About this time, the United States Bureau of Labor Statistics circularized employers concerning payment for overtime work as a deterrent to production. Six hundred forty-eight out of 650 employers who replied said that overtime had not restricted production; that shortage of materials and other factors were more important. Upon study of the British experience, it was evident that the longer working day established after Dunkirk had not been successful and that a reduction in hours had been instituted. It became clear that the pace of the British industry is slower than ours and rest periods more frequent, thus making comparisons questionable.

Existing labor standards provide for the military man one protection of his situation. Organized labor is attempting to maintain standards to which the men inducted into the Army will return in the post-war period. As one writer expressed it: "The soldier has no trade union—he cannot organize and fight his own battle for higher wages. It falls upon the trade union movement to take up the cudgels in his behalf. It must be explained that if the men in the armed forces are to have decent jobs to return to after the war, wage standards must be kept up at home." The proof of this is a comment by an industrialist of my acquaintance and of known anti-labor attitudes who said not long ago, "we are putting up with labor demands now because we have to, but one thing is certain, labor will take a beating after the war and it will be our opportunity to see that it once more takes its rightful place."

Other disturbing signs of instability are not difficult to find. Living costs, according to the most recent estimate increased 20 per cent in the last calendar year. Wage adjustments have not followed automatically. Housing provisions for low income groups are threatened. Students of the problem estimate that a continuance of intensive defense preparation for five to ten years accompanied by no major national housing program will effect a further deterioration of housing. Housing and medical care programs are dependent upon an increased purchasing power on the part of low income groups and unless this can be assured and sustained, the post-war period may take a heavy toll of such gains as have been made.

Recently, I have been reading John Strachey's account of his work as an air raid warden published under the title "Digging for Mrs. Miller." The experiences which Ford and others shared in their efforts during the bombing of London "drew together a diversity of opinions, of occupations, of backgrounds, united in defense of their own against a common enemy." ". . . In every conversation," he reflects one day, "which Ford heard turn upon conditions after the war the blighting menace of renewed and intensified unemployment arose again and again. Was it conceivable that we should attempt to meet this blight, perhaps gravely intensified, in the old way by offering a subsistence payment, grudgingly filtered through a household means test, to all those workers for whom private industry had no use? Was it not along the lines of a standing offer of alternative employment in a many-sided and permanent enterprise of Civil Reconstruction, instead of Civil Defense, that the challenge of fascist regimentation might be met? . . .

"The slightest move in such a direction as this involved of course a decision to put a substantial part of our reconstruction effort upon a non-profit making, public-enterprise basis, undertaken by labor directly or indirectly employed and controlled by public authorities. But, unless we were able to do this, what hope was there for us? Were the fruits of victory to be no more than a brief boom caused by the unplanned jerry rebuilding of our jerry-battered cities, to be followed by a relapse into a new great slump? If the Queue at the Labour Exchange, the U.A.B. interview and the re-imposition of the Means Test seemed to the people of Britain to be the only prospect held out to them by victory, then there would be no victory." *

In the present world conflict, we are struggling to defend the democratic ideology, not to defend an existing system. In this effort the primary responsibility of social workers is to the development and administration of social services dictated by the war-time necessities and vital to the reconstruction period in which the basis for world peace can be formulated. To do this, however, we need to understand the conditions essential to the functioning of a democracy; what we have, what we lack. We are not confident because our imperfections, although great, are slight in relation to those of other nations. We are confident because of our capacity to do, if we have a willingness to see and an opportunity to try.

* Strachey, John, "Digging for Mrs. Miller," pp. 141-143, Random House, 1941.

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The AASW as a Means of Helping Professional Social Workers Meet Their Wartime Responsibilities

Mr. Bruno, substituting for Ewan Clague, spoke extemporaneously on the above subject at the meeting of the Association in New Orleans on Monday, May 11. Notes on his remarks are given below followed by statements by Jane M. Hoey and Dorothy C. Kahn who were discussants.

By Frank J. Bruno, President,
American Association of Social Workers

What is the place of a professional association in a complex and complicated project such as this war and its aftermath? Mr. Root as president of the American Bar Association said in an address to his fellow members, that the only way in which a professional person may secure an effective hearing or action on matters of professional content or interest is through professional association; that alone, a professional is a voice crying in the wilderness which may or may not be listened to depending somewhat on where he is and the message he has to give. As those with similar training, interests and competence unite nationally in an association which can collectively give expression to the judgment of its members, the interest of the individual member is reenforced and receives a value out of all proportion to what it might as an individual expression. It struck me, in these days when all professional associations including the AASW are questioning the vitality of the tasks they have to perform, that Mr. Root had given us a key to the answer to the question of what place the AASW has in helping social workers meet their present responsibilities. This is the idea, of course, which was the very basis for the union of our federal government—"United We Stand." This idea gets into a different level of significance when it is applied to a professional association. We are a minority group, with all the dangers of misunderstanding inherent in a minority group. Nevertheless one which is well organized and integrated has an influence out of all proportion to its numbers. There are a number of factors: its intelligence, the wisdom with which its promotion is managed, its competence in appealing to public support, its quickness to understand and adjust to the varying waves of public interest; but fundamentally its effectiveness is related to its competence to speak for the field which it represents.

It seemed to me that there were three or four areas which it might be possible to submit to you as areas in which our own efforts, more or less isolated and narrow, could be projected and reenforced through the device of a professional organization. Our philosophy, standards for personnel, the technical problems which we face and, finally reconstruction.

Probably there is nothing which characterizes social workers more clearly as a body than our economic philosophy—our belief that there is something fundamentally wrong in an economic system capable of producing abundance and incapable of devising ways by which that abundance may be made available and translated in terms of a standard of living. We are, and should remain, restless, and unsatisfied so long as and to that degree to which that failure continues. Is it not through a professional association that expression of that common belief and goal can find an effective channel? We do not agree as to how it is to be done. No professional association can be absolutely certain of its methods; it can however be certain of its aims and conviction along that line. Our ideas must be formulated again and again in private conversations, chapter meetings, Board meetings. Expressions of the sort formally given by the national association, or by individuals with a sense of belonging to that organization, ultimately make an impression on public opinion out of all proportion to the numbers engaged in social work. That implies a need for wisdom not to speak in ways that can be quickly demolished by those whose economic theories differ from ours. There are large and powerful forces that do believe that some people will be kept in their places after the war who cannot be kept in their places now.

I want now to touch on the way in which the professional association reenforces the individual in his day to day job. Very near to us is the question of what we are going to do about the need for personnel and the facilities for training newcomers. The supply

being turned out by the professional schools is wholly inadequate to meet the increasing demands. I do not have the answer. This is a question that the schools are facing but I believe that if it is to be solved it can be done much more gracefully by the professional association than by the Association of Schools. One of the most brilliant pieces of work done by the AASW has been in the area of establishment of a selective membership base. Our requirements have had an influence on civil service commissions and other public and private auspices, until today, in a phenomenally short time as human progress is measured, there is acceptance of the essential nature of professional education for practice in our field. There are many problems involved in this question of how we can train newcomers. Like some universities, must we shorten and telescope courses and turn out people in one year where we formerly took two years to do it? It can be done of course but there is a certain amount of maturity which is part of education, part of the facility for thinking about what you are doing so that you know whether the process you are undertaking is correct or not, that cannot be achieved through crowding facts into brains. There are other suggestions that have been and will be made. The precedents of the last war are of no particular value to us because now we are so much further along than we were then.

If some of the answers to these and many more questions are worked out carefully through national concensus, by a process of pooling the experiences of localities, of providing for an interchange of ideas in the professional association, we will arrive at a better solution than we could achieve as individual members or chapters, in a situation especially sharpened by the war emergency. We saw what this kind of process accomplished in the days when grants-in-aid were being discussed, and we wondered if we could dare ask the federal government to help out in local situations. We have now come to a comfortable relationship in the sharing of responsibility. This same kind of national effort will be needed on the question of allotments and allowances to the families of the men in the service. If our thinking can be pooled into a common reservoir of opinion and judgment, the ultimate result will be far better for the country, for the people whom we serve and to whom we have devoted our lives than anything we can possibly do on an individual basis.

What about after the war? Some of us can recall keenly the events of the early nineteen twenties. War gives a phillipic to old loyalties—people will do more in its name than for anything else I know of. We have seen how it has carried Britain through. But what about after the war? Will the quickened sense of responsibility for our fellow men hold? It did not after the last war. We proceeded then in opposition to the best economic thought to establish tariff barriers which created the depression of those years immediately following the war. After this war we cannot allow ourselves to be a voice crying in the wilderness. We cannot allow the let down from stress and strain sidetrack us, no matter how unpopular taking a stand may make us. It seems to me there are two things we can do now—recognize this possibility as a concomitant to demobilization, and keep active an awareness of the basis for our professional philosophy. Is that basis sound? Do we really believe there is a way out of this economic impasse in which all industrialized society has been caught? If we believe it, are we willing to talk about joining with trade unions and disinterested economists and others of good faith who look upon a reconstruction period as one of great danger to the gains we have made, and are we willing to make the sacrifices necessary to meet the challenge of the time we know is coming.

By Jane M. Hoey, Director, Bureau of Public Assistance, Social Security Board, Washington, D. C.

It has become increasingly apparent that social workers today must undertake two major types of activity—their own assigned jobs and coordination of those jobs with related activities and with the total community situation. This means that they will need to keep informed not only about new developments in their own and related fields but about the total community situation. The chapters of the AASW can play a dynamic part in meeting this need, through providing channels for study and discussion and for taking appropriate action when that is called for.

Chapters of the Association, representing us as experts in our field, have an obligation to help form public opinion in many areas, some of which are related to the war effort

and its potential threat to the gains we have made so far. I would cite the following as examples. Chapters have been working on these problems but I believe their fundamental importance cannot be reiterated too often.

The necessity for strengthening the social services including social insurance, public assistance, and other means of giving a regular income to families so that family life may be preserved as far as possible. This strengthening is essential if civilian and military morale are to be maintained: No man fights well, or produces to the maximum, who is worried about his family's lack of adequate income even for the necessities of life. The lack of any such assurance must make the men and their families wonder if the way of life they are fighting for is worth preserving.

The need for trained personnel. Professional social workers can present evidence that the type of training and experience that social workers have has been recognized, not only as desirable, but necessary by many public and private agencies, such as the Red Cross, the USO, the Employment Service, Old Age and Survivors Insurance, Social Protection and the like. Also Selective Service, the Army and Navy, have asked for assistance and service in relation to questions of dependency and rehabilitation. In a recent canvass of public welfare agencies, state and local, there were found to be 1,500 vacancies in professional positions that the agencies were finding great difficulty in filling and 1,500 potential vacancies that these agencies anticipated in a very short time. Therefore chapters should consider what can be done to recruit new workers with necessary qualifications to receive professional training and how best to make use of the skills possessed by trained social workers.

Review of present activities to see which are essential social services, and which can safely, and perhaps desirably, be transferred to the individual himself, members of his family, relatives or friends. Short cuts will be proposed and professional social workers have an obligation to see that clients are not harmed in this process and that their essential rights are maintained. If social workers are volunteering their services, is it not important that these services be used in positions where their skills can be most effectively used and not in positions such as air raid wardens, that any intelligent civilian can fill. For example social workers have an opportunity to do an educational job, as well as to render a necessary service with Selective Service Boards. They can do this work more effectively than any other group.

Progress in developing sound merit systems may be slowed up and the whole system jeopardized during the war period if organized groups such as AASW chapters are not alert to what is happening, helpful in recruiting personnel and outspoken in criticism of unsound practices that may be developing.

Interest in broad policy questions such as how the confidential nature of information in case records can be maintained in a war period when such agencies as the FBI and Army and Navy Intelligence feel that certain information in our records is important to them in the successful prosecution of the war. How can standards of service be preserved when not only beginning workers are untrained, but their supervisors have had no training? What attention have social workers paid to the use of private institutions as a resource in the care of aged and blind persons? A recent study by the Bureau of Public Assistance revealed that wholly unsupervised commercial institutions and boarding homes were developing, frequently giving very inadequate or unsuitable care, while good private institutions were not being used for assistance of clients because of the restrictions placed upon admission.

All of this implies an obligation on the part of social workers individually, and in groups, to be vocal about what are the essentials in our civilization, family life, civil liberties, and to suggest ways by which these essentials can be preserved, and to be critical of plans that, inadvertently or otherwise, may jeopardize the foundations of a democratic way of life. May we not be guilty of silence when our knowledge and experience make us the logical group to speak.

By Dorothy C. Kahn, Assistant Executive Secretary
American Association of Social Workers *

One of the vanities of our profession is to assume or to pretend that social workers are less shaken by current events than other people. The notion manifests itself in a number of ways and each of us may pass through one or more of the phases or symptoms in the course of a single day, week or month. Few, if any of us, I venture to say, has achieved a completely integrated, comfortable intellectual position from which we cannot be dislodged by the morning paper or the radio.

I shall undertake here to describe only the vocational symptoms of our discomfort. You may wish to add some that I have not observed. Possibly, we may, together, discover a cure.

Symptom 1 (the order has no significance)—The "Business as Usual" Phase—This is accompanied by an aggressive, almost flambuoyant attack on the minutuae of the daily job that deceives nobody.

Symptom 2 The "What's the Use of It All" Phase—A dreamlike going through the requirements of the job interrupted by going to conferences to find out what our colleagues say we should be thinking.

Symptom 3 The "We've Got to Be Prepared for Emergencies" Phase—Characterized by the frantic calling of meetings either about nothing in particular or about something we should have been prepared for quite a while ago, on two hours' notice and at great inconvenience to everyone.

Symptom 4 The "X Agency and National Defense" Phase—This is characterized by the discovery that X agency is indispensable to national morale, is at least as important as a bomber plant and requires, "all good men to come to the aid of agency X"—especially previously reluctant contributors.

Symptom 5 The "We Ought to Go to Washington" Phase—Which aggravates the housing situation in the national capital and robs X agency of experienced workers, while contributing inexperience and further confusion to the national effort.

Symptom 6 The "MacArthur" Phase—One of the earliest and most persistent—Named in no disrespect of the hero of the Philippines but rather because the victims of this symptom fancy themselves defending the "fox-holes" of social work with the same devotion and uncanny strategy as was displayed on the Bataan Peninsula. This has superseded the "this is no concern of ours" phase, now, thankfully, extinct.

Symptom 7 The "We've Got to Get Unity" Phase—This is a persistent itch producing a furious scratching that is threatening to break down the vital tissues of the professional organization.

The above are not, either individually, or together, signs of a disease process in our professional life but rather an indication of a profound struggle to achieve a rational relation to what must seem to most of us an irrational professional climate.

In reviewing the history of the profession it has frequently been said that the first real social worker was Robin Hood. This is an entertaining if not an altogether popular notion. Some student might do well to analyze this concept with appropriate inquiries into the motives, methods and procedures of this romantic character. It is a far cry from the simple effectiveness of Robin and Friar Tuck to the complex of auspices and skills of a modern social worker in, let us say, an agency deriving its revenue from a community chest. Our nostalgic identification with the robber hero lies in the fact that he represented revolution in his person and activities. Moreover, he made no secret treaties with his victims. He did not bother with campaign literature explaining how good it was for them to be robbed, how the whole of society would be the better for it and their own souls saved. He took their money and be damned to them, and gave it to people who needed it more.

Whether we like this analogy or not, the fact remains that a substantial part of the activity of the professional social worker consists of efforts to transfer the earth to the people who, the Bible says, shall inherit it. It is quite useless for us to protest that this is not the essence of our professional task, that relief is a *right*, that it is society's duty, not ours, to deliver the inheritance, to assure basic maintenance for all people, and that we are only accidentally the agents of the process.

* This is part of material which was presented March 5, 1942, in the series of lectures sponsored by the Social Service Employees' Union, Professional Program 1941–42.

Miss Kahn is now Director, Family Service Department, National Refugee Service, New York City.

We make these protests at the same time that we publish volumes which prove conclusively that there are no other reliable agents to whom the process can be entrusted. We even make this claim in relation to insurance and other forms of redistribution of the world's wealth.

Both the protest and the claims to exclusive reliability are, in my opinion, essential features of professional activity in a period of social change. There are some who grow quite lyrical in contemplation of the day when nobody will need any material thing, as the day when social work will cease to be needed. These are likely to be the same persons who deplore our preoccupation with relief. Their apparent lack of logic stems from confusing the current tools of the social workers' trade with the skills and disciplines required to use them. These skills and disciplines are directed to the behavior of people (which determines the distribution of wealth) and not to the behavior of things. There is no guarantee, in other words, that once the meek have inherited the earth, they would (a) remain meek or (b) retain possession. This is to say that the focus of the professional process is balance, a dynamic for the release of positive strength against the continued threat of negative force.

This threat of negative force and its realization in various forms has always constituted the irrational climate or setting against which social work was practiced. These forms range from simple want through the whole gamut of human ills—unemployment, sickness, overcrowding, exploitation, fear, physical and spiritual enslavement.

This, it seems to me, is what the war is about. The world, the democratic world, has taken up our cudgels, our insistence on the dignity and worth of the human spirit as against any combination of forces that deny or do violence to that dignity and that worth. This, in a peculiar sense, is *our* war, a war we have been fighting all of our professional lives in our small case by case way, a war we shall have to continue to fight in our small case by case way, long after men have ceased killing each other in battle over its central idea.

The danger to our profession—the explanation of the symptoms described earlier—is that we may not appraise our losses and gains properly or set our professional gun sights on strategic objectives, that we shall continue to fight battles that have been won, and lack courage for the next campaign. An anecdote from Margaret Kennedy's account of England from Dunkirk through the blitz will help to explain what I mean.*

> The train came in. It was crammed with soldiers. I found a seat at last in a first-class carriage with six Tommies and an antediluvian person who protested at their presence and told them they ought to go third. They said all the thirds were full. Then they ought to go and stand in the corridor, said this survival of the Stone Age.
>
> "I've been fighting," said one, quite good-humouredly, "and I'm going to give my bum a treat while I can."
>
> "The first class is reserved for officers," complained the survival.
>
> The soldier laughed:
>
> He appealed to me.
>
> I laughed.
>
> The ticket inspector came in and a complaint was lodged.
>
> The inspector laughed.
>
> When "revolution" takes place in England this is all you see of it. Something new has become a joke. And people who imagine that the old order can't pass away without guillotines and barricades and citizens and comrades and liquidations, just can't realize that anything has happened, and go on earnestly flogging dead horses. My Communist acquaintances, who greatly dislike levity, would condemn all this laughter. They would complain that these solders are not class conscious. Quite true. They aren't. They are miles past that stage.

I seriously doubt the capacity of our grave and solemn profession to laugh over the revolution that has taken place in social work in our life time. We are very class conscious—pugnacious despite the fact that members of our profession, some of the best qualified members, have quietly taken seats in all the "first-class carriages" of government departments. There are qualified social workers occupying important posts in every regular and emergency division of federal, state and local government that can remotely claim a social purpose. In addition the advice of the profession is sought and welcomed in places where, a few years ago, it would have been laughed out of court. This does not mean to say that every public social work function is manned by a properly qualified practitioner. Far from it. There are plenty of unreclaimed bad lands and lost islands. Not every draft board or army post has its appropriate share of professional service. Not every social agency even. There are some so-called social agencies in which no qualified professional person will work. This is progress—progress of revolutionary proportions, because our role has been reversed. Instead of clamoring at unfriendly doors, seeking a chance to show what we can do, our profession today is, perhaps I had better say should be, devoting its energies to the self-discipline required to fill

* Excerpt from "Where Stands A Winged Sentry" by Margaret Kennedy, pp. 68–69.

adequately the place it has made for itself. The difference is like the difference in a pioneer's life between *staking* a claim and *working* it. We shall, of course, go on staking claims. We will continue to give service to draft boards, and the Army and Navy, volunteer to man Information and Rest Centers in case of air raids, assist in the humane removal of enemy aliens from prohibited areas, enroll in the National Roster of Specialized and Scientific Personnel, speak clearly and convincingly to Congressional Committees, and reiterate the now well known list of regular and special services called for by a national crisis. This list was published in THE COMPASS in December, 1940. It has been elaborated by us and others since that time, but no significant additions have been proposed.

These, if I may say so, are the routine operations of the profession. I call them routine operations because as professional persons, I believe we must resist a tendency to regard them as magnificent exertions, the multiplicity of which will measure our salvation and mark our place in the war effort. There is great need to discuss in detail the adaptation of social work activities to the war situation. For nearly two years the Association has been deterred from such discussions by distractions from professional purposes and diversions of energy that the profession can no longer tolerate if it is to be stripped for action of a professional character. The same economies of effort that are required of governmental organizations and industrial production in the war effort are required of the profession.

It may be a naive faith in the capacity of the human beings who comprise this profession, to believe as I do that this can be achieved rather simply. We shall merely have to require of ourselves that professional discipline, to which we are accustomed in our relations with our clientele, but have not yet learned to use in our relations with each other and the public.

National Board Meetings in New Orleans

THE National Board of the AASW met in New Orleans prior to and during the week of the National Conference of Social Work. Besides the two-day meeting on Saturday and Sunday, May 9 and 10, the Board held two extra sessions on Monday evening, May 11, and Wednesday evening, May 13. Elsewhere in this issue of THE COMPASS there are detailed reports on several of the major actions of the Board.

Decisions as to nature, time and place of a delegate conference were left to the Executive Committee after discussion of various possible uses of a conference, the importance of using every available means for resumption of program and some of the practical difficulties in the way of an early delegate conference due to chapter schedules, staff limitations, and so forth.

The Board previously approved a budget for the first five months of 1942, and at this meeting adopted a budget for the balance of the year. For details of estimated income and disbursements for 1942, see page 38, of this issue of THE COMPASS.

BALLOT FOR MAIL VOTE ON PAGE 39

Resignation of Dorothy C. Kahn

Dorothy C. Kahn, Assistant Executive Secretary since September 1939, has submitted her resignation from the staff of the AASW, to be effective June 1. In hearing of her intention to resign the National Board expressed its appreciation of the courageous, far-seeing, imaginative service which she has given the Association and believed that the basis on which she had come to this decision should be made clear to the membership. Miss Kahn was granted a leave of absence for three months on November 1, 1941, and this had been extended on a month to month basis, at her request. Miss Kahn has consented, at the request of Mrs. Mills and the National Board, to continue to be available to the national office as a consultant, limited, of course, by her primary obligation. Her letter follows:

I desire to submit my resignation as Assistant Executive Secretary of the A.A.S.W. to take effect either June 1st or at such date as the Board may specify, either earlier or later. This action seems to me to call for some explanation to the Board of my position, not only as to the reasons for this action at this time but also my reasons for having requested a leave of absence and for my unwillingness to assume full or part time responsibility for the management of the Association in the interim as requested by the Executive Committee. Since all of these actions were connected, I would like, now, to attempt to clarify them.

My original request for a leave of absence was based on the fact that the study of the Association operation and management, had made the performance of normal Association functions impossible on both operating and fiscal grounds. Before the Executive Committee instructed Mr. West to grant leaves of absence to the staff, and long before I was approached by the National Refugee Service to take the position which I now hold, I had suggested that the Association temporarily eliminate one person in order to clarify the budget situation, as shared leaves of absence on the part of all members of the staff could not do, and I offered to be the person thus eliminated. It was my belief then that my area of activity was more separable from total Association program than that of other members of the staff and more dependent on chapter visits and Washington contacts for its continued vitality. Without these, my continued service during the period of the study would have represented a very expensive and unproductive service for the Association and, I confess, a sterile activity for me. My request for continuation of leave was based on the fact that the situation had in no way changed up to the time of the Board meeting in February. It was my honest judgment that my return during the interim, pending the appointment of a new Executive Secretary, while it might have been useful to the Association, would not have tended to facilitate early action, and even had such action been taken, my presence on the staff would have increased the budgetary dilemma. Moreover, as I explained to the Executive Committee, it would have been unwise for me to return on personal grounds when it had never been my intention to remain on the staff beyond the appointment of a new Executive Secretary.

It would, of course, have been possible for me to tender my resignation when I left in November or at any subsequent time up to the present. When I first went on leave, the probable outcome of the study was very much in doubt and I had no justification for believing that I would not be returning to the Association. More important, however, was my desire to do nothing which would, in any way, prejudice the outcome of the study or confuse the membership and I was, therefore, willing to have it appear that my leave was based solely on the financial necessities of the Association. The danger of misunderstanding became further complicated when the study was completed and other resignations in the staff ensued. At that point, I felt I could not resign because I did not share the views of Mr. West and Miss Marcus about continued service with the Association. At no time have I believed that the Executive Committee would have been less meticulous in its appraisal, nor that the real issues would have been compromised, had the actions which have now been taken, been proposed at an earlier date. This was and is a matter of opinion and it was not my decision to make. I could not properly act alone. I wish to make it clear that I believe completely in the Association's standards for Personnel Practices. I believe also that there are rare times when the values which these standards are set up to protect can only be truly protected by a voluntary withdrawal of the protected persons so that these values may not be personified and thus lost. I think the Association is now in a dangerous dilemma on this point. I make this explanation because conjectures and misunderstandings about my position make it necessary for me to offer the Board a clear picture of my reasoning.

All of the events of these many months, plus the actions which have now been taken by the Board, seem to me to make it more imperative than ever that the Association proceed promptly to a positive and forward-looking program. If I request a further extension of my leave, I continue to stand as a budgetary commitment which, if I understand our financial position correctly, might either defer or limit the action which seems to me immediately necessary. If I await the appointment of a new secretary either my presence on the staff or my resignation at that time would be a potential problem to him.

I, therefore, believe that I am now taking the only course open to me. I hope that the spirit in which I take this action will be understood by the Board and in no way confused with other similar actions by other members of the staff. In view of the fact that I hope to continue to serve the purposes of the Association in the future as I have tried to do in the past, I trust that my action can be made known in a way that will do no damage to the Association or its past, present or future staff.

There are many things that I would like to say about the challenging opportunity and the privilege it has been to work for the Association, which I shall leave along with a memorandum on pending matters in the office, before I wind up my work there.

Report for the 1942 National Nominating Committee of the AASW

THE National Nominating Committee elected in 1941 was the second to operate under the new plan of district representation. The Chairman of the committee, Miss Elizabeth Dexter, was chosen from the membership of the committee by vote of the group.

The procedure followed by the committee was similar to that followed by the Nominating Committee of the previous year. Briefly, this procedure was solicitation from the chapters in each district for the names of possible nominees; preparation of biographical data by the National Office in terms of suggested nominees; preparation of the slate which was to contain at least two candidates for each vacancy; approach to prospective candidates by the members of the committee.

The one meeting of the committee was held April 24 and 25, 1942, at the Gramercy Park Hotel in New York City. With the exception of Miss Arlien Johnson, representative of District 1, all members of the committee were present. Miss Elizabeth Rice of District 9 was present only for the Saturday sessions. Mr. Joseph P. Anderson, representing District 7, was asked to serve as Secretary of the committee.

The vacancies for which nominations were in order included: all officers of the Association—President, First, Second, and Third Vice-Presidents, Secretary, and Treasurer; two Members-at-Large of the National Board; members of the National Board from Districts 2, 4, and 8; members of the Nominating Committee to serve a three-year term, one each from Districts 1, 2, and 8. In accordance with action taken by the Delegate Conference the Nominating Committee did not assume responsibility for recommending candidates for delegates to the 1943 Delegate Conference from non-chapter territory.

The committee discussed the question raised by last year's Nominating Committee as to " what restrictions, if any, are placed on the Nominating Committee to select for District Representatives on the National Board and the Nominating Committee persons only from among those suggested by each district for a particular vacancy? " It was agreed that according to the By-laws, the Nominating Committee is restricted in selecting representatives from among those persons suggested by each district for a particular vacancy.

Before proceeding with the specific task of reviewing the suggestions made by chapters and selecting candidates for the various offices, there was discussion of the importance of making proper selections for the various offices. It was agreed that a real effort should be made to select persons under whose leadership the Association could go forward in the work of developing a constructive program in the critical years ahead.

An analysis of the material which had been prepared by the National Office revealed that 46 chapters, or approximately 50 per cent of the chapters submitted names of candidates for the various offices. The committee was somewhat concerned that there had not been a better response on the part of the chapters, but further analysis indicated that the chapters which had submitted suggestions represented 8,549 members, or approximately 77 per cent of the total membership. From this it was apparent that the chapters which did not respond in general were the smaller and possibly newly formed chapters. The importance of still greater participation was not minimized, however, and it was agreed that further efforts should be made to determine the reasons why these chapters failed to submit suggestions.

Before the selection of names for the specific offices was begun, a question regarding the adequacy of the statement of criteria which had been developed by last year's committee was raised. After considerable discussion, a majority of the committee accepted the following statement of criteria as adequate:

(1) Demonstrated interest and knowledge of the AASW as indicated by competent and sustained participation in chapter activities.
(2) Demonstrated competence in the profession.
(3) Fitness for the particular position.
(4) Ability to give the time and attention required by the position.
(5) Willingness of candidate to accept this responsibility.

Miss Dexter felt that these criteria were not adequate. She proposed that prospective candidates be asked to affirm in writing their willingness to consult and support all decisions of the membership on matters of policy, procedures, and standards, recorded and recognized decisions of the Board as determining the policies and procedures governing management and to use the methods and channels authorized by membership decision in seeking any changes which they advocated. This proposal was not accepted because it was believed

that these criteria were inherent in the acceptance of responsibility of an office in the AASW and that the constitution and By-Laws prescribe the methods to be followed in the conduct of the affairs of the Association. The Committee believed further that the chapters had given full consideration to the qualifications of persons suggested by them in terms of the criteria which had been sent out to them.

Miss Dexter requested the Committee to accept her resignation as Chairman and after further discussion the resignation was accepted and Miss Margaret Yates, representing District 2, was elected to serve as Chairman. A minority report, submitted by Miss Dexter, appears on page 28 of this issue.

After agreement had been reached on the persons to be nominated and the order in which they were to be approached, arrangements were made by various members of the committee to assume responsibility for informing the prospective candidates of the action taken by the committee. The complete slate of candidates nominated is presented on pp. 29–33 of this issue of THE COMPASS.

General Suggestions and Recommendations

After a careful review of the report submitted by last year's Nominating Committee and on the basis of this year's experience, the committee wishes to make the following recommendations:

I. It is recommended that every effort be made to follow the time schedule suggested by last year's committee in order that more time may be given to the nomination process. The committee was fully aware of the events of the past year which contributed to the difficulty in observing the time schedule recommended. A memorandum to chapters containing forms and suggestions for candidates was sent out December 30 with the request that replies be sent in by February 16. In view of the fact that the National Board was to consider the report of the Executive Committee on February 20, the time for submitting chapter suggestions was extended to March 23. The Nominating Committee, therefore, postponed meeting until April 24 and 25. It is obvious that in terms of chapter structure and function more time should have been allowed for the nomination process. The following time schedule is recommended for next year:

A. Notices to chapters containing the forms for their suggestions for candidates should be sent out no later than December 1.
B. Chapter suggestions should be submitted by February 15.
C. The responses from chapters should be reviewed by the National Office to determine the following:
   (1) The chapters and proportion of the membership not represented in the returns.
   (2) Adequacy of information on individual nominees.

A report of the above findings should be submitted to the Chairman of the Nominating Committee, who, through District representatives on the Nominating Committee, should urge non-responding chapters to submit suggestions and additional data by March 15.

D. The Nominating Committee should meet on or about April 1 and should submit its report not later than April 25.

The third step listed above is recommended as a means of obtaining wider participation of chapters and to enable them to submit full and complete data on the professional activities of individual nominees. In this connection it was agreed that the forms which are used might be developed in such a way as to bring this point more obviously to the attention of chapters. Specifically, the committee suggests that a full page be allowed for a report and chapter comments on each proposed nominee. Under "comments" chapters should be asked to indicate the reasons why the chapter believes a nominee is qualified for the office for which he is being nominated.

II. Prior to the meeting of the committee the National Office had arranged alphabetically the names submitted and had included the following:

A. The specific office for which the person was suggested.
B. The chapter or chapters which had made the suggestions.
C. Data about the candidate submitted by the chapter.
D. Additional biographical data known to the National Office.

Copies of the above information were provided each member of the committee at the meeting and proved most helpful to the committee in its work. It is recommended, however, that an effort be made in the future to make all the material prepared by the National Office available to members of the Nominating Committee at least one week prior to the date of the meeting.

This year's Nominating Committee is convinced that the principle of district representation now in effect is basically sound and provides an opportunity for all chapters to participate in a very important function of the Association. The committee feels, however, that the attention of the Board should

be called to the following developments which relate to the working of the nomination process. The first has to do with the situation created when committee members elected to serve two or three-year terms move from the district which they were elected to represent before their terms of office expire. The Nominating Committee recognizes that the principal advantage of having the plan of staggered three-year terms is that a continuity of experience can be had by succeeding Nominating Committees. If members of the Nominating Committee move away from the district which they have been elected to represent, there may be some question regarding their ability to represent the district from which they were elected.

The second development is the practice of certain chapters canvassing other chapters regarding candidates to be recommended to the Nominating Committee and of circulating a recommended slate of candidates among other chapters after the nominations have been made by the National Committee. Specific recommendations in regard to this practice, it was agreed, are outside the function of a Nominating Committee.

The Nominating Committee wishes to express appreciation to the National Office for the work done in compiling and arranging in orderly fashion the information submitted by chapters and for obtaining additional biographical data in instances where information from chapters was incomplete.

Members of the National Nominating Committee Signing This Report:

Joseph P. Anderson	Arlien Johnson
Rebecca Boyle	Elizabeth Rice
C. William Chilman	Wilma Walker
Kathryn Goodwin	Margaret Yates, Chairman

April 1942

A MINORITY REPORT

By Elizabeth Dexter

Since I believe that the Nominating Committee did not employ a consistent method of selection or use adequate criteria, I am presenting this minority report with the request that it be printed in connection with the majority report and the slate in the June COMPASS.

Last year's Nominating Committee used the following criteria as the basis of selection of candidates:

1. Demonstrated interest and knowledge of the AASW as indicated by competent and sustained participation in Chapter activities.
2. Demonstrated competence in the profession.
3. Fitness for the particular position.
4. Ability to give the time and attention required by the position.
5. Willingness of candidates to accept this responsibility.

As chairman of this year's Nominating Committee I proposed that the Nominating Committee add either as a sixth criteria or as an elaboration of the third criteria the following:

> Acceptance by candidates of responsibility (1) for consulting and supporting all decisions of the membership on matters of policy, procedure and standards, accepting these decisions as authoritative expressions of the majority will; (2) for consulting and supporting all recorded and recognized decisions of the Board as determining the policies and procedures governing management; and (3) for using the methods and channels authorized by membership decision in seeking any changes which are advocated in structure, policies, procedures or standards.

While the Board approved the Executive Committee's report it left in doubt whether or not principles of management, definition of responsibility and professional procedures might be ignored whenever it was convenient to do so. Therefore, in a letter of March 21, 1942, addressed to the Executive Committee, I raised the question as to whether the Executive Committee report had final authority. Mr. Bruno replied for the Executive Committee that the Executive Committee's report was authoritative.

Inasmuch as the quality and resolution of the incoming Board will largely determine whether or not the conflict that has marked the Association's administration during the past four or five years is to be perpetuated, it seemed important to judge " fitness " of candidates by their conformity to the principles of the Executive Committee's report and in order to insure a real unity in the new Board to ask nominees to subscribe to the Executive Committee's Report. In this way nominees questioning what responsibility they would

have to assume if they were elected would have an opportunity to know what that responsibility would be and to decide whether they wished to assume it. Furthermore, members would know on what basis nominees had accepted candidacy.

The other members of the Nominating Committee did not approve this proposal. They believed the request for such a subscription to the Executive Committee's Report was unnecessary and would only serve to keep controversy alive. They did not regard disapproval of the Executive Committee's Report as a disqualification of nominees.

I resigned the chairmanship of the Nominating Committee because I believe the criteria used cannot assure a resolute and united Board at a critical time in the Association's history and in the history of social work itself.

Nominations for Officers, Board Members and Nominating Committee 1942-43

The slate presented by the Nominating Committee for this year's election appears below. Ballots will be mailed to the membership on or about July 1, 1942, after which a thirty-day period is allowed for voting. All members of the Association vote for candidates for each of the vacancies, although some of the nominations are identified with nominating districts set up under the By-laws.

Petitions for additional nominations will be in order, as soon as this issue of THE COMPASS is received. Such petitions must be filed in the National Office by June 24, 1942, and, according to the By-laws, under the following conditions:

A. Petitions nominating district nominees for the National Board shall be signed by not less than 25 members. These members shall be from at least two chapters in any district containing two or more chapters;

B. Petitions nominating nominees at large for the National Board shall be signed by at least 50 members of not less than five chapters in three or more nominating districts;

C. Petitions nominating officers shall be signed by at least 100 members of not less than five chapters in three or more nominating districts.

The National Board is appointing a Committee on Elections which will supervise the election process. The rules for the election adopted by the National Board are as follows:

1. Name and address of member must be written plainly on the return envelope.
2. Any name or other writing on the ballot except the voting marks invalidates the ballot.
3. To be included in the count, ballots must be postmarked not later than midnight thirty days after being mailed from the national office.
4. More than one ballot may be returned in one envelope *provided* a member's name and address for each ballot appears on the envelope.
5. Vote for *no more* than the number of candidates to be elected as noted in each section of the ballot. Voting for more than the number to be elected invalidates that section of the ballot.
6. Ballots once cast may not be returned to the sender.

This year the ballot, by action of the National Board, will be limited to the names of the candidates and the rules of election, and the biographical data about candidates will be a separate enclosure. The Board has also adopted some procedures for opening and counting ballots in the presence of one or more members of the Committee on Elections, which will be responsible for putting these rules into effect.

OFFICERS

(One to be elected for each office)

PRESIDENT

Mrs. Irene Farnham Conrad, Houston.

Chairman, Syracuse Chapter, 1933; Chairman, Program Committee, Southeast Texas Chapter, 1939–40; Chairman, Committee on Government and Social Work, 1941–42; Chairman, Southwest Regional Conference, AASW, 1939–41. National: Secretary, 1931–33; National Committee on Conference Program, 1937–39; National Board, 1939–41; Special Contributions Committee, 1940; Chairman, Committee on Chapter-–National Procedures for Employment Practices Inquiries, 1940–41.

B.S., 1913, A.M., 1914, Northwestern University; graduate work, School of Civics and Philanthropy, University of Chicago; New York School of Social Work.

Director, Bureau of Child Welfare, State of New Mexico, 1935–36; Director, Child Welfare and Public Assistance, Louisiana State Emergency Relief Administration, 1936; Louisiana State Department of Public Welfare, 1937; Executive Secretary, Council of Social Agencies, Houston Community Chest and Council, 1937–; Executive Secretary, Division of Personnel and Community Welfare Resources, Office of Civilian Defense for Harris County, 1942–.

Grace L. Coyle, Cleveland.

Cleveland Chapter: Chairman, Committee on Ethics and Personnel Practices, 1937–38. National: Division on Personnel Standards, 1936–38; First Vice-President and Member, National Board, 1938–39.

B.A., Wellesley College; M.A. and Ph.D., Columbia University; Certificate, New York School of Social Work.

Chairman, Group Work Section, National Conference of Social Work, 1934–36; First Vice-President, National Conference of Social Work 1937–38; President, National Conference of Social Work, 1939–40; Member, U. S. Children's Bureau Commission on Children in War Time, 1942–.

Settlement experience, three years; Industrial Department, YWCA, local and national, ten years; Executive, Laboratory Division, National Board, YWCA, three years; Faculty, School of Applied Social Sciences, Western Reserve University, 1934–; Author, "Social Process in Organized Groups," "Studies in Group Behavior."

FIRST VICE-PRESIDENT

Aleta Brownlee, San Francisco.

B.A., University of Kansas, 1913; M.A., School of Social Service Administration, University of Chicago, 1930.

Regional Consultant, United States Children's Bureau, Western States, 1935–.

Ruth Gartland, Pittsburgh.

Pittsburgh Chapter: Chairman, Committee on Administration as a Social Work Function, 1941–42. National: Member, Sub-committee on Community Organization of National Membership Committee, 1940–.

Member, American Association of Psychiatric Social Workers and American Ortho-Psychiatric Association.

Ph.B., University of Chicago, 1915; M.Sc.S.A., Western Reserve University, School of Applied Social Sciences, 1924; New York School of Social Work, Specialization in psychiatric social work, 1929–31.

Associate Professor of Social Case Work, School of Applied Social Sciences, Western Reserve University, 1936–39; Professor of Social Case Work, in charge of the social case work program, School of Applied Social Sciences, University of Pittsburgh, 1939–.

SECOND VICE-PRESIDENT

William W. Burke, St. Louis.

Chicago Chapter: Treasurer, 1928; St. Louis Chapter: Chairman, 1933–34. National: Chairman, Extension Committee, 1922–23.

A.B., University of Denver, 1916; Harvard Graduate School, 1916–17; New York School of Social Work, 1922–23; Ph.D., School of Social Service Administration, University of Chicago, 1934.

Associate Professor, Department of Social Work, Washington University, St. Louis, Missouri, 1929–; Supervisor of Examinations, Missouri Unemployment Compensation Commission, 1938–40; Acting State Merit System Supervisor, 1942.

Walter Whitson, Houston.

Kansas City Chapter: Chairman, 1922–24; Chairman, various committees, 1924–28. South Texas Chapter: Secretary, 1929–31; Chairman, 1931–33. Southeast Texas Chapter: Chairman, Professional Education Committee, 1940–41; Executive Committee, 1941–42. National: National Membership Committee, 1922–25; National Board, 1926–29.

M.A., Haverford College, 1909; Courses, New York School of Social Work, Columbia University, University of Wisconsin.

Executive, Family Service Bureau, Houston, Texas, 1928–; Area Supervisor, Texas Relief Commission, 1935–39; Social Service Supervisor and Administrator, Harris County Board of Public Welfare, Houston, Texas, 1933–39.

THIRD VICE-PRESIDENT

Frank J. Hertel, Minneapolis.

Cleveland Chapter: Secretary, 1935–36; Vice-Chairman, 1938–39; Chairman, Committee on Government and Social Work, 1937–38; Twin City Chapter: Program Committee, 1941–42. National: Special Committee on Invalidity and Health Insurance of the Division on Government and Social Work, 1937–38; Committee on Structure and Participation, 1937–38; Secretary, National Board, AASW, 1940–42.

B.A., Grinnell College, 1931; M.S., School of Applied Social Sciences, Western Reserve University, 1933.

Assistant General Secretary, Associated Charities, Cleveland, 1934–39; General Secretary, Family Welfare Association, Minneapolis, 1939–.

Malcolm S. Nichols, Boston.

Boston Chapter: Chapter Chairman, 1936–39; Chairman, Division on Government and Social Work, 1934–36; Chairman, Legislative Committee, 1940–. Chairman, Massachusetts State Council, 1938–41. National:

National Board, 1936–39; Executive Committee, 1937–38; Budget Committee, 1939–40.

A.B., Western Reserve University; Cleveland Law School.

General Secretary, Family Welfare Society of Boston, 1930–.

SECRETARY

Lillian H. Adler, Chicago.

Chicago Chapter: Vice-Chairman, 1937–38; Executive Committee, 1934–35–37; Chairman, Personnel Practices Committee, 1933–38. National: Chairman, Division on Personnel Practices, 1937–38; National Board, 1937–38.

Ph.B., School of Social Service Administration, University of Chicago, 1941.

Administrative Assistant, Family Service Bureau, United Charities of Chicago, 1931–.

Mrs. Alecia B. Paschall, Dallas.

North Texas Chapter: President, 1939–41; Vice-President, 1941–42.

District Supervisor of Intake and Certification, Work Projects Administration, 1935–.

TREASURER

Paul L. Benjamin, Buffalo.

Louisville, Ky., Chapter: Chairman of Committee which organized chapter. Washington, D. C., Chapter: Chairman, Program Committee, 1931; President, 1932. Buffalo Chapter: Executive Committee, 1933–36; Co-chairman, Committee on Government and Social Work, 1939–40. National: Member of charter group which organized AASW; National Board, 1924–27; Committee on Chapter Organization and Program, 1939.

Member, American Association for the Study of Group Work; Family Welfare Association of America.

Ph.B., Syracuse University, 1910; Graduate work at Columbia University, University of Minnesota, George Washington University; Courses, New York School of Social Work.

Executive Secretary, Council of Social Agencies, Buffalo, N. Y., 1932–. Member of Faculty, School of Social Work, University of Buffalo.

J. Sheldon Turner, Washington, D. C.

Vice-Chairman, Maryland Chapter, 1939–40; Delaware Chapter: Vice-Chairman, 1940–41; Committee on Merit System, 1940–41; Special Committee to Reply to Report of Budget Commissioner, 1941; Committee on Government and Social Work, 1940–41. National: Member, Subcommittee on Public Welfare of the National Membership Committee, 1941–.

B.A., Oberlin, 1927; M.S.W., Pennsylvania School of Social Work, 1937.

Executive Secretary, Frederick County Welfare Board, Maryland, 1935–40; Acting Director, Agency Relationships Division, State Board of Charities, Wilmington, Delaware, March 1940 to June 1941; Consultant on Administration of Public Assistance Agencies, Bureau of Public Assistance, Social Security Board, July 1941 to March 1942; Assistant Chief, Field Division, Bureau of Public Assistance, Social Security Board, April 1942–.

NATIONAL BOARD MEMBERS

Nominated at Large

(Two to be elected for 3 year terms)

Robbie W. Patterson, Jackson, Mississippi.

Missouri Chapter: Executive Committee, 1940–42; Chairman, Division of Government and Social Work, 1941–42.

B.A., Huntington College, 1919; Diploma, New York School of Social Work, 1937.

Consultant, Division Child Welfare, Alabama Department of Public Welfare, 1936; Supervisor, Child Welfare Services, Nebraska Department of Public Assistance and Child Welfare, 1937–38; Director, Mississippi Division of Child Welfare, 1938–.

Mrs. Savilla Millis Simons, Washington, D. C.

Chicago Chapter: Secretary, 1934–35; Legislative Committee, 1935–37; Executive Committee, 1936–37; Chairman, 1938–40. Washington, D. C., Chapter: Child Welfare Committee, 1942. National: Secretary, National Board, 1939–40. Committee on Government and Social Work, 1940–.

Ph.B., University of Chicago, 1924; A.M., School of Social Service Administration, 1926.

Director, Douglas Smith Fund, 1932–40.

Specialist, U. S. Children's Bureau, 1940–.

Claudia Wannamaker, Chicago.

Chicago Chapter: Secretary, 1930–32; Executive Committee, 1937–38, 1939–41; Chairman, Membership Committee, 1933–35; Member, 1939–40; Chairman, Committee on Committees, 1937–39; Member, Committee on Personnel Practices, 1933–38, 1939–40, co-chairman and secretary part time. National: Division on Employment Practices, 1937–39; National Membership Committee, 1939–; Chairman, National Nominating Committee, 1941.

Member, American Association of Psychiatric Social Workers.

Graduate, Nashville Training School; Courses, Chicago School of Civics and Philanthropy.

Chief of Recreation Service, Illinois Institute for Juvenile Research, Chicago, 1920–41; Chief of Social Service, Institute for Juvenile Research, Chicago, 1941–.

John M. Whitelaw, Portland.

Oregon Chapter: Chairman, Legislative Committee, 1938; Membership Committee, 1940; Vice-Chairman, 1941.

A.B., University of Wisconsin, 1932; Courses, Washington University School of Social Work, St. Louis, 1935; M.A., University of Chicago, School of Social Service Administration, 1937.

County Director, Lane County Relief Administration, Dighton, Kansas, 1936; Child Welfare Consultant, Clatsop County Relief Committee, Astoria, Oregon, 1937; Assistant Administrator, Marion County Relief Committee, Salem, Oregon, 1938; Field Representative, State Public Welfare Commission of Oregon, 1938–41; Secretary, Portland Council of Social Agencies, 1941–.

NATIONAL BOARD MEMBERS

Nominated by districts. Elected by total vote, one from each district, to serve for 3 year terms

Nominating District 2

Ruth E. Lewis, St. Louis.

St. Louis Chapter: Chapter Chairman, 1935–36; Vice-Chairman, one year; Chairman, Committee on Interpretation, one year; Chairman, Committee on Social Practice, 1939–40; Executive Committee; Membership Committee, 1939–40; Chairman, Membership Committee, 1940–42. National: National Membership Committee, 1938–; National Board, 1940–42.

Member and ex-president (1936–38) American Association of Medical Social Workers.

B.A., Wellesley College, 1919; M.S.S., Smith College for Social Work, 1920.

Associate Professor of Medical Social Work, Washington University, 1934–; Instructor, University of California, Los Angeles, Summer Session, 1938–39; Acting Director, Social Service Department, University of Kansas Hospital, Summer, 1940.

Edith Grubb Ross, Baton Rouge.

New Orleans Chapter: Chairman, Editorial Committee for First Annual Report, 1936–37; Chairman, Employment Practices Committee, 1937–38; Chairman, Interpretation Committee, 1938–39; Member, Interpretation Committee, 1939–40; Chapter Vice-Chairman, 1939–40; Chairman, Committee on Government and Social Work, 1940–41; Louisiana State Chapter: Executive Committee, 1941–42. National: Special Committee on Location of National Office, 1941–42.

B.A., St. Lawrence University, 1922; University of Chicago, School of Social Service Administration, 1931–32; Summers, 1936–38; M.A., 1938.

Louisiana Work Projects Administration, Supervisor of Field Service, 1937–39; Assistant State Director of Employment, 1939–40; Social Service Consultant, New Orleans Housing Authority, 1940–41; Supervisor of Public Assistance, Louisiana Department of Public Welfare, April 1941–.

Nominating District 4

Louis E. Evans, Indianapolis.

Chairman, Juvenile Court Committee, Chicago Chapter, 1930; Indianapolis Chapter: Chairman, Public Affairs Committee, 1937–38; Chapter Vice-Chairman, 1938–39; Chapter Chairman, 1939–41. National: National Board, 1940–42.

B.A., University of Kansas, 1926; M.A., School of Social Service Administration, University of Chicago, 1929.

Field Work Instructor and Lecturer (part-time), University of Chicago, 1930–36; Division Director, Children's and Minors' Service, Cook County Bureau of Public Welfare, Chicago, 1934–36; Associate Professor of Sociology in charge of Training Course for Social Work and Director of Bureau of Social Research, Indiana University, 1936–; Visiting Professor, University of Utah, Summer, 1939.

Frank T. Flynn, Notre Dame.

Chairman, Committee on Government and Social Work, St. Joseph Valley Chapter, 1939–40.

Ph.B., Providence College, 1929; A.M., University of Notre Dame, 1931; graduate work, School of Social Service Administration, University of Chicago, 1932–33; 1940–41.

Manager, South Bend Community Fund, 1936–39, part-time; Executive Secretary, South Bend Council of Social Agencies, 1936–39; Member, Board of Trustees, Indiana State Prison, 1937–; Faculty member, Curriculum in Social Work, University of Notre Dame, 1934–; Assistant Professor of Social Work, and Head, Department of Social Work, University of Notre Dame, 1939–; Lecturer, Social Service Administration, University of Chicago, 1942.

Nominating District 8

Mrs. Dorothy Baldwin Doolittle, New York City.

New York City Chapter: Committee on Membership Requirements, 1938–39, and Chairman, 1940; Executive Committee, 1940; First Vice-Chairman, 1941–; Chairman, Division in Education and Training, 1941–. National: Committee on Personnel Standards, 1938.

B.A., 1924, University of Minnesota; diploma, New York School of Social Work, 1934.

Community Service Society, New York City, case worker, supervisor, Assistant Director of the Bureau for Men and Boys, 1934–.

Mary Rittenhouse, New York City.

New York City Chapter: Committee on Local Employment Practices, 1938–39; Chairman, Committee on Research in Employment Practices, 1939–40; Executive Committee, 1938–41; Secretary, 1941–42; Advisory Committee, 1941–42; Committee on National Organization, 1941–42. National: Committee of Tellers, 1940–41; Chairman, Committee of Tellers, 1941–42.

Member, American Association of Psychiatric Social Workers.

B.A., Wellesley College, 1926; M.S.S., School of Applied Social Sciences, Western Reserve University, 1928; M.S.S., Smith College School for Social Work, 1931.

Case worker, New York Charity Organization Society, 1932–38; Associate District Secretary, 1938–39, District Secretary, 1939–, Family Service Department, Brooklyn Bureau of Charities.

NOMINATING COMMITTEE MEMBERS

(One to be elected from each district for 3 year terms)

Nominating District 1

Zdenka Buben, Los Angeles.

Los Angeles Chapter: Executive Committee, 1936–38; Chairman, Civil Service Advisory Committee, 1937–39.

Third Vice President, American Association of Medical Social Workers, 1940–42.

B.A., University of California, 1917; M.A., School of Social Service Administration, University of Chicago, 1941.

Director, Bureau of Medical Social Service, Los Angeles County Health Department, 1927–35 and 1936–; California State Relief Administration, 1935–36.

Louise Cuddy, Boise.

B.S., University of Idaho; Graduate Work, Oregon State College and University of Oregon; Graduate Work, School of Social Work, University of Washington; School of Social Service Administration, University of Chicago.

Supervisor, Child Welfare Services, Idaho, 1936–39; Supervisor, University of Chicago, 1941; Supervisor, Child Welfare Services, Idaho State Department of Public Assistance, 1942–.

Nominating District 2

Charlotte S. Henry, Houston.

Southeast Texas Chapter: Vice-Chairman, 1938–39; Chairman, 1939–41.

Member, American Association of Psychiatric Social Workers.

A.B., Hiram College, 1920; School of Applied Social Sciences, Western Reserve University, 1920–22; M.S.S., Smith College School for Social Work, 1927.

Chief Social Worker, Bureau of Mental Hygiene, Houston, Texas, 1935–.

Laura E. Dester, Oklahoma City.

Oklahoma Chapter: Chairman, Program Committee, 1941–42; Executive Committee, 1939–42; Committee on Government and Social Work, 1939–40.

President, Oklahoma Council of Juvenile Protection, 1942; Board Member, Oklahoma Social Welfare Association, 1939–42.

B.A., Bethel College, Newton, Kansas, 1920; Graduate Work at University of Colorado, Northwestern University; School of Social Service Administration, University of Chicago, 1927–28, 1934.

Visiting Teacher-at-Large, Bureau of Indian Affairs, 1933–37; Supervisor, Division of Child Welfare, Oklahoma Department of Public Welfare, 1937–.

Nominating District 8

Donald S. Howard, New York City.

Denver Chapter: Chairman, 1935–36; New York City Chapter: Executive Committee, 1938–, Committee on Policies and Procedures, Chairman, 1939–. National: National Board, 1940–42; Executive Committee, 1940–41; Committee on Government and Social Work, 1936–40; Chairman, Committee on Government and Social Work, 1940–.

A.B., Otterbein College, 1925; M.A., University of Denver, 1931; Ph.D., School of Social Service Administration, University of Chicago, 1941.

Director, WPA Area Statistical Office, Denver, 1935–36; Instructor, Department of Social Work, Denver University, 1934–36; Research Assistant, Charity Organization Department, Russell Sage Foundation, New York City, 1936–; Instructor, courses in social work, Extension Division, Rutgers University, New Jersey; Brooklyn College, Hunter College, New York School of Social Work.

Jean Kallenberg, New York City.

New York City Chapter: Nominating Committee, 1939–42; Committee on Non-Professional Courses, 1939–40; Committee on Civil Service, 1940–41; Committee on Public Social Work Personnel, 1941–42.

B.A., Oberlin College, 1923; diploma, New York School of Social Work, 1931.

Executive Secretary, Family Service Association, Cedarhurst, Long Island, 1936–41; Public Assistance Analyst, Social Security Board, Region II, New York State, 1941–.

Plans for Association Regional Conferences

Representatives from the different chapters of the Southwest Conference of AASW met in New Orleans during the National Conference of Social Work to plan the program for the meeting previously scheduled for October. It was the concensus of all participants that the program should be devoted to a careful consideration of social work and professional education and that more time would be needed for the chapters to make preparation. For this reason it was decided not to hold the conference until January 1943.

The Executive Committee of the Southeastern Regional Conference also held a meeting with representation from chapters in that region in New Orleans and plans are under way for a conference on October 2 and 3 in Nashville, Tennessee, based on study and reports by the chapters on assistance programs and provisions. A group of representatives from the Plains States region met informally, deciding to recommend postponement of the conference, normally held in the early fall, until national and chapter programs were more definitely formulated.

THE PROFESSIONAL ASSOCIATION IN ACTION

The Professional Association in Action, the Association's second meeting in New Orleans, on Wednesday, May 13, attended by approximately 125 members and representatives from 34 chapters, included prepared reports from fourteen chapters dealing with the social worker's role in the war situation, issues involved in preserving and improving existing standard for social work personnel and employment practices, maintaining needed normal social services, and new and changing needs for social work services in war time. The chapters' reports showed the wide variety of ways in which professional issues appear and the many different methods appropriate to Association action which chapters employ in dealing with them.

Information was also given regarding recent work of the subcommittee on Social Work Selectees of the Committee on Government and Social Work (see report below). As a summary of principles and issues brought out in the two meetings, Miss Lora Lee Pederson, chairman of the Nashville Chapter and the 1942 Southeastern Regional Conference of the AASW, presented a series of questions which she felt need study in the chapter setting and also consideration by individual social workers. The reports from chapters, together with Miss Pederson's summary, will be mimeographed and sent to all chapters at an early date.

Progress Report on Work of Sub-Committee on Social Work Selectees by Helen Crosby, Chairman

THE COMPASS of November, 1941, and of January, 1942, have carried the recommendations of the committee on deferment of social workers and of students; on social agency practices; and comments on the assignment of social workers within the military services.

Correspondence with members of the Association in the service indicates increasing recognition and use of social workers in the classification work in the Personnel Section. This work includes testing, interviewing, classification—assignment, officer's candidates selection, research, and other office routines. Social work training, along with experience in other professions, is being considered as good basic training for this work. The number of positions available is limited, and men are transferred only after they have satisfactorily completed their basic military training and have demonstrated ability and judgment.

Experience in these centers may put a man in line for the Adjutant General's School of Military Psychology, a three-months intensive course to train personnel consultants and personnel technicians.

The committees' correspondence indicates that, while before the entrance of the United States into the war social workers were generally interested in being placed where their professional experience would be used, they now have some regret at being taken out of active combat duty, feeling that they may be sidetracked from the primary purpose of the service.

There should be interest for social workers in the Special Training Companies which are being set up for men unable to meet normal requirements of training. This may be considered primarily as a teaching job, but social work experience should be valuable.

To date the correspondence does not include first-hand material from men in the Special Services branch (formerly Morale Division). This recreational program might be of interest to group workers.

Social workers are being used in hospital and medical units. The clinical psychologists warn against the assumption that general social work training and experience in itself equips a person to conduct individual psychological tests. Psychiatric social workers who have had experience in a mental hygiene clinic are valuable in helping the administration to understand the results of tests.

The Association is interested in having suggestions from chapters and from individual members as to how social workers in the service can be assisted to use their experience where they wish to do so. The drafting of older men and of women may change the situation in many ways and offer a reservoir of trained people who would be avaliable for service.

STATEMENT BY THE NATIONAL BOARD IN EXPLANATION OF ITS REASONS FOR REQUESTING THE RESIGNATION OF MR. WEST AS EXECUTIVE SECRETARY

In reply to an inquiry from Mr. West asking for the reasons for Board action in requesting his resignation as executive secretary of the American Association of Social Workers, the Board has made the following statement:

The Board regrets that a discrepancy has seemed to exist between its action in approving the report presented to it by the Executive Committee on February 20, 1942, and its subsequent action in requesting the resignation of the executive secretary. It is probable that this appearance of inconsistency arises to some extent from the fact that much of the Board discussion on these points was carried on while meeting as a Committee of the Whole, during which no minutes were taken. The Board wishes to clarify to Mr. West and to the membership that these two actions are not dependent upon one another, and that the Board believes that both actions were taken in all sincerity. Reasons for the action taken by the Board at its February meeting are given in part in the motion recorded in the minutes of that meeting:

> That the Board desires to explain its actions with respect to the resignation of the executive secretary and certain elected officers as follows: That although the report of the Executive Committee has been approved, and therein the executive secretary has been found to be competent and to have honorably discharged his duties, the Board recognizes nevertheless that a controversial situation does exist throughout the Association which makes it difficult, if not impossible, for the Association properly to function under the present executive secretary and certain elected officers.

It is clear from this motion that the Board did not charge that the executive secretary was responsible for the recognized dilemma nor did it assume that the dilemma would be resolved solely by his elimination. The Board in accepting the Executive Committee's report gave recognition to the fact that the present problems of the Association arise from substantial failures by the membership of the Association as a whole and by its various bodies in relation to policy and program including the Board in its role as an employer.

There were widely divergent points of view expressed by individual Board members, including at least the following, or some variation of them, both in the discussion and as shown in the recorded votes on the several actions taken: (1) that the services of the executive secretary had not been and could not be properly evaluated under existing circumstances ; (2) that he *had* been in substantial degree evaluated; (3) that he had been in part evaluated but that certain important aspects had been left untouched. Among those who held one or the other of these points of view there were some who considered that his performance had been shown to be satisfactory and some who believed otherwise. There was still another point of view; (4) that the problem could not be resolved by an evaluation of individual performance.

The Board recognized the presence of all these views. In the motion quoted above it attempted to clarify the fact that in adopting the report of the Executive Committee it found no basis in the examination of operation and management of the Association to warrant a request for the resignation of the executive secretary. It desires to make this clear in simple justice to Mr. West and in recognition of his years of devoted and valuable service to the Association. Even with full acceptance of the Executive Committee's report, however, the Board believed that there remained an impasse in the affairs of the Association and that the Board would have been derelict in its duty had it failed to attempt to break that impasse. Furthermore, the Board believed that the situation which had absorbed so much of the Association's energy and resources had, by its nature, and regardless of its merits, destroyed the usefulness of the executive secretary in enabling the Association to move forward in the promotion of an effective program.

In making this decision the Board was aware of the fact that it might be charged with violation of the Association's statement of employment practices. On the other hand it appeared to some that the adopted practices do not adequately cover a situation like this. The differences, if any, in the conditions governing employment in executive or policy-making positions and conditions governing employment in other positions in social work have not been adequately explored. In attempting to meet this problem, the Civil Service has resorted to such formulae as, "for the good of the service," "without prejudice," in separations involving executive or policy-making positions. This formula has been, and is very likely to be, abused and

should never be invoked when any other solution is feasible. Our own employment practices statement attempts to meet such situations by the following statement, which needs clarification and interpretation:

> Considerations other than fitness and competence are not a valid basis for continuing or terminating employment *except as they involve specific agreements between employer and employee.*

It was the intention of the Board to arrive at an agreement with Mr. West by requesting his resignation. However, before the Board's action was made known to Mr. West, he tendered his resignation. The Board then wished to expunge its action from the record but found that such action would make for greater confusion and therefore it followed the usual parliamentary procedure by rescinding its action and accepting Mr. West's resignation.

The Board regrets that such widely varying interpretations have been current concerning its actions and welcomes this opportunity to state the simple truth as the Board sees it.

The above statement, adopted at the Board meeting in New Orleans on May 11, was delivered to Mr. West, who made the following reply in a letter to the president:

"I thank you for your letter, and for the statement of the Board's alleged reasons for asking for my resignation.

"I must, however, call your attention to the fact that this statement is not an answer, as it pretends to be, to my request for the real reasons for the Board's action. I must ask that you consult the record and correct the statement before submitting it to the members. I realize how important it seems, in pursuing your future plans, to make 'truth and justice' appear as simple as you say. But I am sure you will agree that neither my letter nor your statement would be of any use unless they served as an occasion to acknowledge and explain, rather than to evade, the actual facts.

"I ask corrections of the statement in at least three important points:

"1. Your statement implies that the content of the Executive Committee's report, dealing with the sifting of the facts and with recommended plans for the future, was given paramount importance in the Board's discussion, whereas the fact is that from the beginning the Board's consideration of the report was subordinated to its discussion of the retention or elimination of the executive secretary. This implication underlies, and its falseness vitiates, your whole statement.

"2. Your statement that the motion to adopt the Executive Committee's report was independent of the motion to ask for my resignation is clearly disproved by the record, which leaves no doubt that they were dependent upon each other and were parts of a single compromise proposal, which Mr. McMillen and others appealed to the Board to accept as a whole.

"3. You falsely imply, in your statement that the quotation from the Association's statement of employment practices, particularly the clause which you have underlined, was considered *at that time* as the justification for your action. There is no mention in the record of any consideration. Furthermore, it is clear that a motion to request my resignation before consultation with me, could not possibly fulfill the intention of this clause, which is obviously intended to justify Board action only after agreement has been reached.

"May I ask, also, that you add to your statement the explanation as to how the Board differentiated between its request for my resignation and its request for the president's resignation. You had adopted the report and could not be unaware of the difference in these two propositions, and their respective meaning in reference to responsible performance, past and future, in behalf of the Association. Your explanation as it stands, however, ascribes the same reasons for both actions of the Board."

At another session of its meeting in New Orleans the Board took a further action, after hearing Mr. West's letter, and this was transmitted to Mr. West in a letter by Mr. Bruno:

"The Board wishes to say that it realizes that in disputed subjects such as those in which we are engaged, there is room for different interpretations of the same set of facts. The Board recognizes also that you are within your rights to interpret what the Board states as you see fit. At the same time the Board expresses its own sincerity as to the previous interpretation being an explanation of its action. The Board took the following further action which I am quoting below:

> "'That the president be requested to reply to Mr. West indicating that the original statement of explanation regarding the matter of the Board's request for Mr. West's resignation was a considered statement to which the Board gave a good deal of attention; that the statement was approved unanimously by those who had participated in its formulation and that it represents the best analysis of the Board's reasons for this request beyond which the Board can go no further.'"

Plans for Interim Administration of the Association

The National Board approved the Executive Committee's decisions regarding interim administration of the Association as noted in the April COMPASS and approved also a detailed plan for limited staff operations which was submitted by Elisabeth Mills, who is to be in charge of the National Office during this period. Recognizing the very serious limitations on staff functions which are necessary the Board agreed that responsibility for these limitations must be borne by the Board itself and that the nature of staff functions for this interim should be made known to the chapters and the membership. Mrs. Mills' statement on staff operations reads, in part:

> It would seem obvious that with one professional staff member instead of four, and no executive secretary, the nature of this interim administration must be that of maintenance of the Association. Efforts will be directed to preservation of the national membership base and chapter affiliation, the means which have been developed for working in the Association, and as much as possible preservation of its program and organizational accomplishments. This means particularly, that the Board and the Association will be without staff means for:
>
> > Development of program content as this comes about through study of materials, identification of new and changing issues, preliminary formulation of and other work toward clarification of Association policies and principles,
> >
> > Improvement of the Association's resources for dealing with its concerns—in chapters as well as in the national Association.
>
> It should be clear that while the nature of the administration will necessarily be different and the limitations on staff functions severe, neither of these factors at this point will alter in any way the basic principles established and recently reaffirmed by the Board for administration of this organization. In other words, there is an administration. Limitations on it are necessarily the responsibility of the Board but any changes in method of operation or in Board-staff relationships should be defined and considered with staff prior to putting them into effect. This would be particularly true of limitations or curtailments. It will also be important that the national office continue as the repository for suggestions and problems that come from chapters, members and the Board, whether or not there are means for dealing with them. Only thus can the framework for resumption of program and normal staff operations be safeguarded.

The seriousness of this period, the effects of the curtailments on the Association, its program, its chapters, and its part in social work developments generally, particularly when, as it does, it follows a period of over a year when staff resources were not available for program, cannot be over-emphasized. No matter how short the interim is, no matter how successfully present staff manages to do the maintenance job, there are inestimable dangers for the Association while this situation persists. These dangers are not alone that members and chapters may come to think of "maintenance" as the necessary or desirable role of the national staff. There are dangers for the chapters themselves—without program and organizational assistance from the national Association; the continued loss of momentum—a loss which grows with time; and, more particularly, dangers of a gradual disintegration of the essential national nature of the professional group's enterprise which when stopped even temporarily can too easily be lost sight of.

In this interim work with the National Board and Executive Committee will require the major part of available staff time. Management of the essential operations can be continued without difficulty. Effects of the curtailments in staff will be felt most acutely in relation to program development and services. For example, the Committee on Government and Social Work, the Committee on Chapters and the Committee on Personnel Practices will be without staff service and their programs are suspended until more staff is available. The immediate work of the National Membership Committee will be covered but no plan is possible now to provide the continued staff service the member-

ship study needs for its completion. Full staff service will be given for the Financial Advisory Committee and the Committee on Elections; for the Committee on Employment Practices and the Committee on Personnel Practices of the National Office if the occasion should arise. There can be little if any consultation and collaboration with other agencies and organizations. There will be no field work program beyond staff attendance at any regional conferences held during the interim. No efforts will be made to follow up on the recommendations of the Social Committee on THE COMPASS until normal program and normal uses of THE COMPASS are again in effect.

BUDGET FOR 1942

Approved by National Board, May 13, 1942

BALANCE OF CASH, January 1, 1942		$1,047.81
Estimated Income in 1942		
Membership Dues	$60,000.00	
Additional Contributions	350.00	
Miscellaneous	500.00	
		60,850.00
Total Estimated Resources		$61,897.81

Estimated Disbursements	*Estimated under Board authorization first five months*	*Estimated maintenance budget last seven months*	*Estimated total budget for year 1942*
Salaries	$16,114.17	$16,870.00	$32,984.17
Office Expense	4,664.07	3,540.00	8,204.07
Social Security Taxes	626.98	616.36	1,243.34
Committee Travel	3,731.40	3,600.00*	7,331.40
Staff Travel	1,542.70	1,000.00	2,542.70
COMPASS	1,566.88	1,000.00	2,566.88
Publications	16.41	.....	16.41
Conferences	150.00	1,200.00	1,350.00
	$28,412.61	$27,826.36	$56,238.97

Estimated balance available for program costs $5,658.84

* Includes $3,000 for meetings of the National Board and Executive Committee and $600 for meetings of the National Membership Committee.

The Executive Committee was authorized to make such adjustments as necessary within the approved budget and to consider expenditures from the estimated reserve for such items as the following: Expenses of a mail vote of the membership, printing of papers and material presented at conferences, program promotion; certain salary adjustments of the present staff; additional travel for Board and Executive Committee, and staff; salary for new executive secretary; possibility of funds for the Committee on Chapters.

Two Questions for Mail Vote of the Membership

(See report of the National Board, pp. 3–6)

Excerpt from By-Laws, Article IX, Section 3,(2): In order to be binding on the Association management votes cast in a ballot taken by mail must be a majority vote from not less than one-half of the total membership representing not less than half of the total number of accredited chapters.

Instructions for Using the Ballot at the Bottom of this Page

1. The ballot should be folded so that no printing or voting marks appear on the outside, and inserted in an envelope bearing the name and address of the member in the upper left-hand corner, and below the word **"Ballot."**

2. The envelope ***must*** be addressed as follows:
   To the Secretary
   American Association of Social Workers
   130 East 22nd Street
   New York City, N. Y.

3. The envelope should be sealed and sent first class mail, and should be postmarked not later than midnight July 2, 1942.

The National Board would like to have comments in addition to each member's vote and such comments may be written on the ballot or on a separate enclosure, and should not be identified by a signature. Any member who would prefer to have his name attached to a comment should write a letter to the national office under separate cover.

Since the next issue of THE COMPASS will not be published until September, the results of this mail vote will be announced first through the chapters by means of a bulletin from the national office.

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